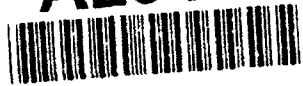


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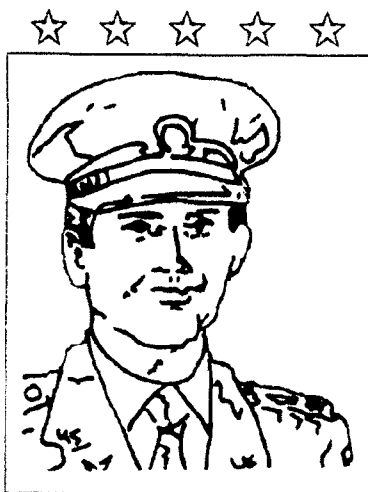
in the Army's Installation

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Public Involvement in
the Army's Installation
Restoration Program**

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Foreword

"We must pursue an active role in addressing environmental quality issues in our relations with neighboring communities."

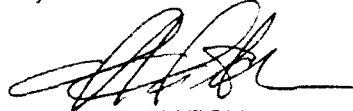
-- The Seventh Army Environmental Quality Goal

Public involvement is not merely a term we attach to informing our neighbors about the Army's environmental restoration program activities. In its truest sense, public involvement reaches into the core of our Constitution to provide us as individuals the ability to involve ourselves in issues that affect us. The opportunity to choose to do so is not only inherent to our democratic society, but is required by laws and regulations.

The command responsibility for public participation goes beyond meeting the requirements of the law. We must accept and integrate into our professional ethic the responsibility and accountability to those we serve to protect. Public involvement is one way of doing that.

The Commander's Guide to Public Involvement in the Installation Restoration Program offers the means by which Commanders can actively solicit productive citizen involvement in our environmental restoration decisions and programs, and thereby be responsible and accountable.

The Guide is intended to be a desk side reference for Commanders and staff that offers specific information on the many public involvement issues associated with an installation restoration program. The Guide can only serve as the framework for developing your program. It is through your commitment to working together with the public that we will resolve the environmental issues facing us today and in the future.



H.J. HATCH
Lieutenant General, USA
Commanding



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Commander's Guide to
Public Involvement in
the Army's Installation
Restoration Program



Introduction

INTRODUCTION



You May Ask . . .

How important is informing the public about my Installation Restoration Program? Is it really necessary?

You bet it is. As you'll learn, the law requires public involvement in the IRP process, but beyond that, experience tells us that the way you handle the public involvement aspects of the IRP is critical to a successful program.

The importance of public involvement as an integral part of the IRP cannot be overemphasized. Many tough lessons have been learned in past years, the results of which have included negative news coverage, citizen-generated Congressional interest, and adverse public reaction, all of which reflect inadequate or nonexistent public involvement programs.

While negative news coverage, irate political representatives, and adverse public reaction are distasteful, these aspects are not the primary reasons why the Army actively seeks public involvement.

Here are the reasons...

It's critical for mission accomplishment. . . We in the military have been given a mission, and whether it is infantry training in a desert environment or developing a new weapon system, the goal is ***to get the job done***. The goal is the same for the IRP... with a slight difference. Because the nature of IRP work is assessing and remediating toxic or hazardous waste, people feel much more personally involved or potentially affected, particularly if the site is near a populated area. Regardless of a site's physical location, adverse citizen reaction is known to have stopped many projects, either through political pressure or through court action. When that happens, obviously you're not getting the job done.

It's the law. . . Virtually every environmental law provides for some type of public involvement. Some requirements are more extensive than others, based on the environmental process being applied to a given situation or operation. Commanders are responsible for knowing and complying with all requirements.

Army's Environmental Goals

Although the primary mission of the United States Army is national defense, we are committed to protecting our environment and conserving our natural resource heritage both for ourselves and future generations. To assure fulfillment of our commitment, the Army has adopted the following environmental quality goals:

- *Demonstrate leadership in environmental protection and improvement.*
- *Minimize adverse environmental and health impacts while maximizing readiness and strategic preparedness.*
- *Assure that consideration of the environment is an integral part of Army decision making.*
- *Initiate aggressive action to comply with all Federal, State, and local environmental quality laws.*
- *Restore lands and waters damaged through our past waste disposal activities.*
- *Support Army programs for the recycle and reuse of materials to conserve natural resources, prevent pollution, and minimize generation of wastes.*
- *Pursue an active role in addressing environmental quality issues in our relations with neighboring communities.*

To these environmental goals, the United States Army remains irrevocably committed.



Use this Guide...

This Guide to Public Involvement in the Installation Restoration Program is designed to provide you as commander with an overview of what public involvement is and how the Army implements an aggressive program designed to meet the needs of the community and the installation. The Guide answers such questions as...

"At what stage do I need to begin public involvement in my IRP?"

"How do I ensure a productive public involvement program is implemented for my IRP?"

"How is environmental information best communicated?"

In addition, this Guide offers a Resource Information Section for those who desire more detailed information.

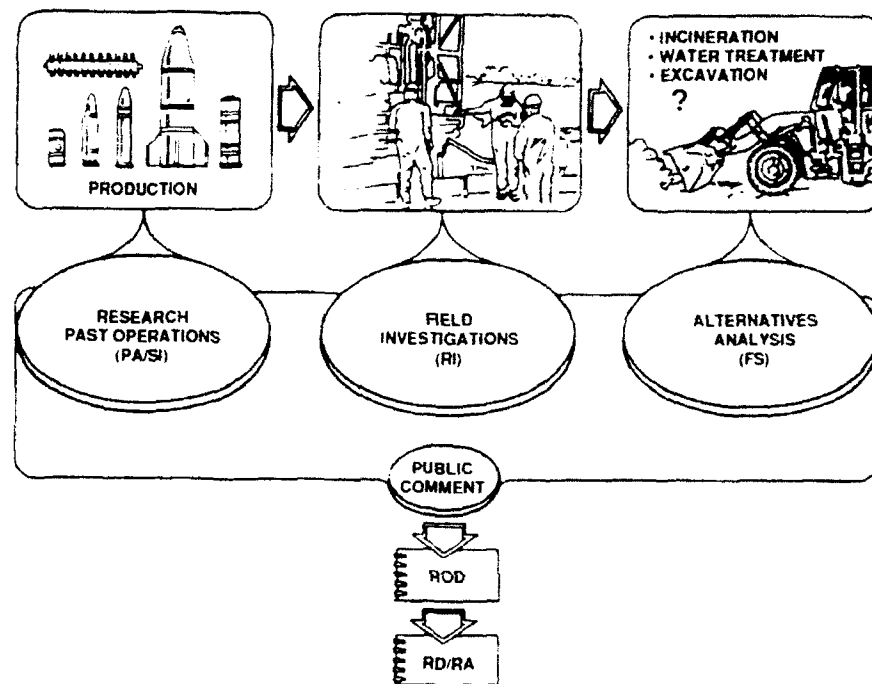
Some IRP Background...

The Installation Restoration Program (IRP) is a comprehensive Department of Defense (DOD) program to identify, assess and remediate hazardous waste sites at DOD installations. The IRP is most closely associated with a sister program conducted by the U.S. Environmental Protection Agency (EPA) known as the Superfund Program. The major difference is that the IRP is funded and managed by DOD, which has delegated management and implementation to the individual services. The DOD budget line item that funds the IRP is called the Defense Environmental Restoration Account (DERA).

The IRP focuses on current environmental problems that have been caused most frequently by waste handling conducted during past operations (generally before 1980).

The major statute that drives the IRP is the Comprehensive Environmental Response, Compensation and Liability Act of 1980, as amended by the Superfund Amendments and Reauthorization Act of 1986 (CERCLA/SARA). CERCLA/SARA requires development and implementation of the National Oil and Hazardous Substances Pollution Contingency Plan (NCP) a critical regulation that applies to implementation of the IRP. The major Army regulation that applies to implementing the IRP is AR 200-1, Environmental Quality.

The IRP, a three-step process...



1 Preliminary Assessment/
Site Inspection (PA/SI)

A records search to identify sites with potential hazardous waste contamination.

2 Remedial Investigation/
Feasibility Study (RI/FS)
and Record of Decision
(ROD)

A field investigation to determine the extent and nature of contamination and an evaluation of remedial alternatives, leading to selection of an alternative in the ROD.

3 Remedial Design/
Remedial Action
(RD/RA)

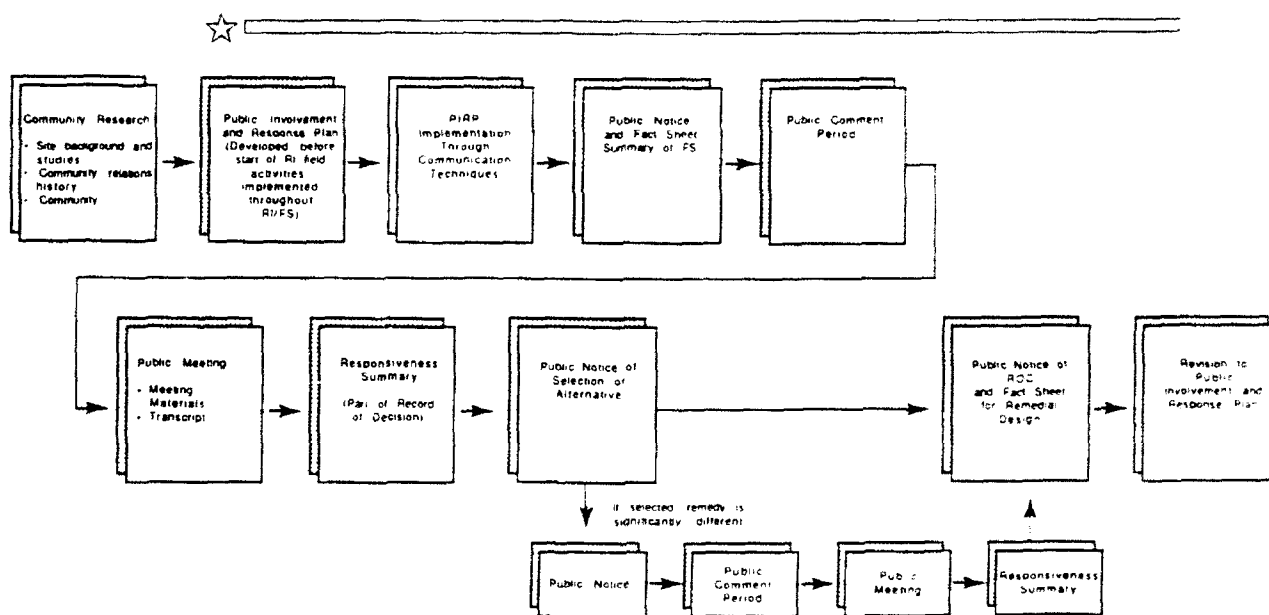
These two activities address the remediation of the Army's hazardous waste sites. They can include removing wastes from the site for off-post treatment or disposal, containing the waste onsite, and treating the waste onsite.

Note: Interim Response Actions (IRA's) are activities undertaken to address environmental contamination that should be remediated in the short-term. IRAs may be conducted at any time during the PA/SI-RI/FS and are always in consonance with the expected ROD. Remedial actions are the final cleanup actions taken after the ROD is issued.



Public Involvement in the IRP...

CERCLA/SARA, the NCP, and Army regulations require public involvement in the IRP. While meeting statutory and regulatory requirements is one of your responsibilities as commander, conducting an **effective** public involvement program may mean going beyond what is required by law. This guide will help you understand what it takes to develop and implement effective public involvement that will support your program and assist in **getting the job done**. ☆



Flowchart of Public Involvement Process for the IRP (through Record of Decision)





Public Involvement

PUBLIC INVOLVEMENT

Public
Involvement

It's as easy as 1,2,3...

Many people mistake "public involvement" for "public relations." The terms appear interchangeable, but they are not. The right approach to a sound public involvement program is knowing the difference and implementing a program based on the correct information. Here's the difference:

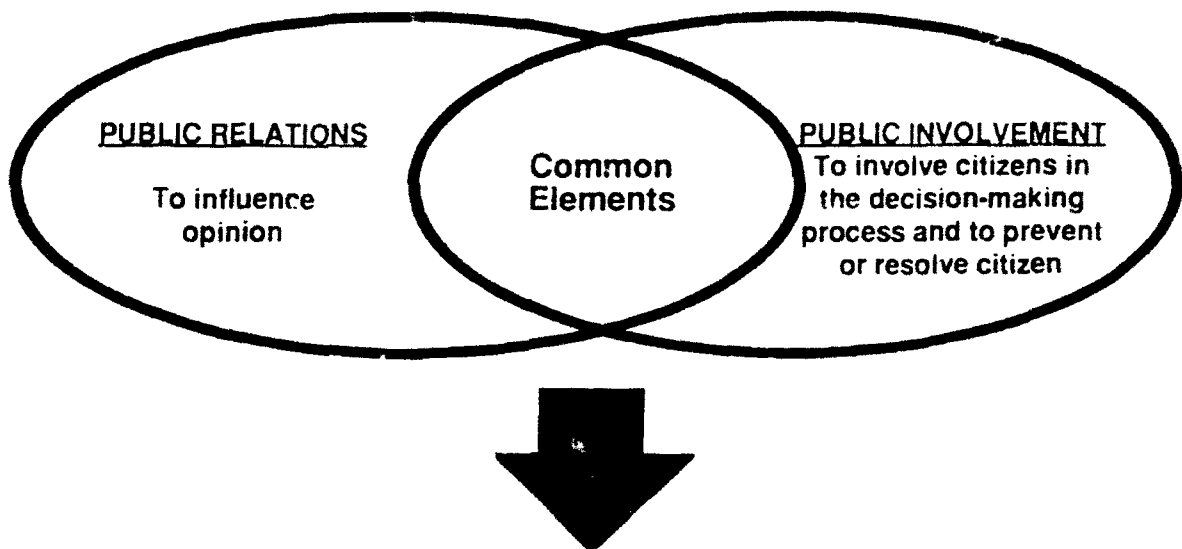
*Public relations vs.
Public involvement...*

Public Relations is a planned effort to influence opinion through socially responsible performance, based on mutually satisfactory two-way communication.

Public Involvement is a planned effort to involve citizens in the decision-making process and to prevent or resolve citizen conflict through mutual two-way communication.

While public involvement and public relations have different goals, there are several common elements. Because both programs require a mastery of communications skills, your public affairs officer is the best person to head the public involvement program.

There are several common elements of public involvement and public relations — THE DIFFERENCE IS THE GOAL!!!



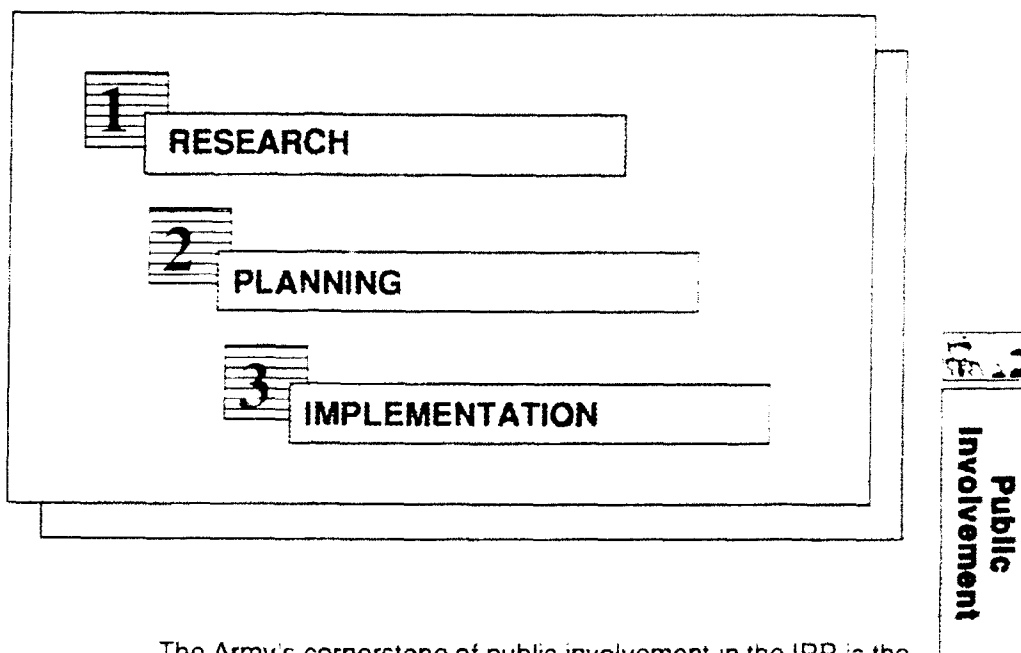
Planned effort for mutually satisfactory two-way communication

Similar communication skills needed

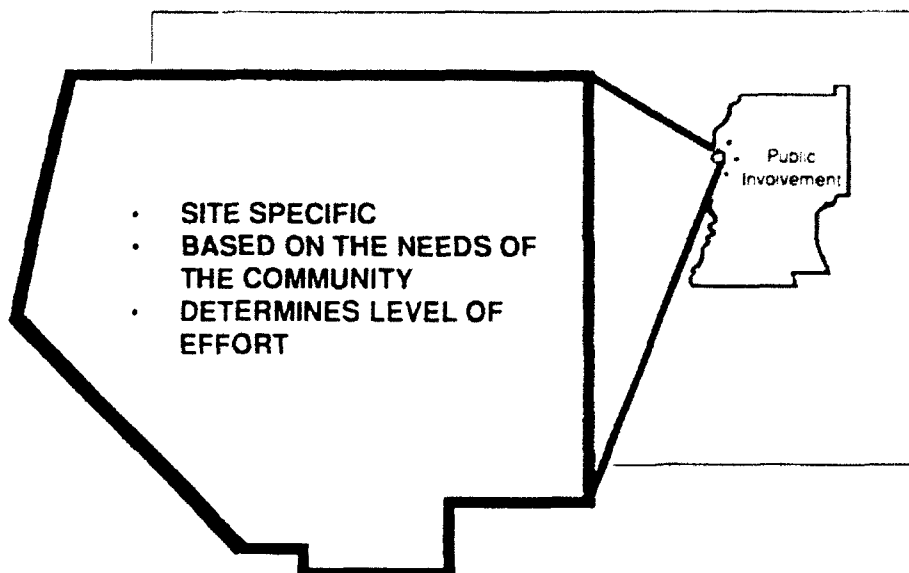
Similar communication techniques used

*The best place
to begin...*

Effective public involvement programs all have three common elements:



The Army's cornerstone of public involvement in the IRP is the Public Involvement and Response Plan (PIRP). A PIRP is a plan designed specifically to address the public's information needs during the IRP, and provides the means by which they may, if they so choose, become productively involved in the decision-making process associated with your installation's IRP. CERCLA/SARA and the NCP specifically require that citizens be offered the opportunity to become involved in environmental decision-making, even when the site is totally encompassed within federal lands. The PIRP is a planned and logical approach to establishing and maintaining two-way communication between the post and the community during a frequently lengthy, complex and technical process.



A PIRP is...

Site-Specific -- Because every installation, each community is different, each PIRP must be site specific to address the needs of that community.

Based on the Needs of the Community -- A PIRP is developed and implemented for the specific community, which varies greatly from installation to installation. Some communities are very comfortable with the environmental programs at their base (typically those with good community relations programs), while others may be extremely critical and skeptical. The PIRP is tailored to meet the needs of each type of community and situation.

Determines the Level of Effort -- Because community attitudes vary so widely, the level of effort is different for each installation. Where little concern over environmental issues is evident, the information program should be designed to maintain that level of concern while being flexible enough to react to increasing levels. At locations where the community is extremely concerned, a much higher level of effort is going to be required to meet the information needs.

An important thing to remember about PIRPs is that they are developed and implemented to meet the needs of citizens, rather than the Army. A plan strictly for the benefit of the Army tends to focus on a strategy to sell a proposed action or improve an image (think back to "a planned effort to influence opinion..." that's public relations).

Advantages of developing a PIRP...

- Complies with state/federal legislation and with Army regulations;
- Provides the means and opportunity for citizens to be productively involved in the decision-making process of the IRP;
- Provides a method for informing the public that the Army is committed to maintaining the health and welfare of local citizens and preserving community resources;
- Identifies areas of public concern regarding on-post environmental activities and allows a timely, planned response that solves problems and prevents public fears from escalating into confrontations or adverse media or political attention;
- Provides a method for keeping personnel informed of local concerns regarding Army activities;
- Indicates to the community that the Army is committed to open communication and receiving and responding to public concerns;
- Creates a coalition of local support within civic, business, and political groups that may assist the post in better accomplishing its designated mission, maintaining or expanding personnel strength and programs, and gaining federal monies to correct environmental problems; and
- Provides the mechanisms to be implemented for focusing and resolving conflict.

Such advantages are not achieved, as you may imagine, without dedicated effort. Some say the primary disadvantage of developing and implementing a PIRP is dedicating the necessary people and resources; however, time and effort spent now could save battles in the future. Experience has proven that in the absence of a solid public involvement program, the resources required to address a hostile public and media, questioning Congressional delegations, and poor employee attitudes far surpass any effort normally expended upfront in a progressive program. When that happens, the drain on people and resources results in, at a minimum, significant delays in the technical program, and could jeopardize your post's military function and reduce its productivity and effectiveness for the Army.

**Public
Involvement**

When to develop a PIRP...

A PIRP should be developed when results of the PA/SI indicate that a full-scale RI/FS should be conducted. Research should begin before RI field activities are underway. A PIRP may also be developed for an IRA that is implemented during a large-scale project.

Research is the key to developing and implementing an effective PIRP. The three major tasks are:



RESEARCH

How to develop a PIRP...

- Conduct demographic research;
- Conduct community interviews; and
- Identify target audiences.

Demographic Research



In general, the demographic research will yield valuable information on the local community population such as age, education, income level, size, density, distribution, and other vital statistics. Specifically, these areas need emphasis during research:

- Types of employment available;
- Residents and businesses potentially affected by the post's environmental situation; nearby cities and towns; and
- Areas of environmental concern near the post, if appropriate.

The Public Affairs Office may already have information on the local population and major employers. Other sources for community demographic information include:

- Chamber of Commerce;
- County Courthouse Registrar/Clerk (especially for census, resident identification, number of voters, size of tax rolls);
- City Hall Clerk;
- School District Office (may have community profile, population trends, etc. used to determine student population);
- County extension offices (especially in rural areas); and
- U.S. Department of Agriculture (USDA) including the U.S. Soil Conservation Service (SCS) and Agriculture Stabilization and Conservation Service.

Researching the post's history is important, concentrating on activities with potential effects on the environment (i.e., weapons manufacturing, ammunition storage, ordnance disposal, etc.). This information may already be contained in the Installation Assessment prepared by U.S. Army Toxic and Hazardous Materials Agency (USATHAMA) or obtained from post records or the post historian.

Other sources that should be researched are any past environmental studies on the post conducted by the Army, private consultants, or others. These studies should be on file with the post's Facility Engineer. Knowing about past environmental studies--and possibly determining the public's attitude toward them--will improve public involvement for your post.



Community Interviews



Understanding that the PIRP is developed to meet the environmental information needs of citizens, the best way to develop such a plan is to actively involve citizens in the research phase. If planning is to include two-way communication exchanges, the most effective way to determine which communications methods are most desirable to citizens is simply to ask them. A necessary element of developing a PIRP is determining the level of environmental concerns in the community, so that adequate planning may take place. There's no better way to find out whether people have concerns than to ask them. Such questions are best asked in an informal setting called "community interviews."

Community interviews are conducted by appointment in various locations, from offices to front porches to kitchens to church basements to cafeteria tables.

The approach is very low-key and non-confrontational. The best person to conduct community interviews is one who is familiar with both the IRP process and your specific installation situation, and has a mastery of communications skills. A good candidate is your PAO.

The first step in preparing for community interviews is to determine who is included in the interview list. Types of people and organizations included will differ from each installation, depending on the level of community interest and current state of relations between the installation and the local community, which typically fluctuates over the years. Generally, however, there are a number of groups and types of individuals that are always included on the interview list:

Who to Interview...

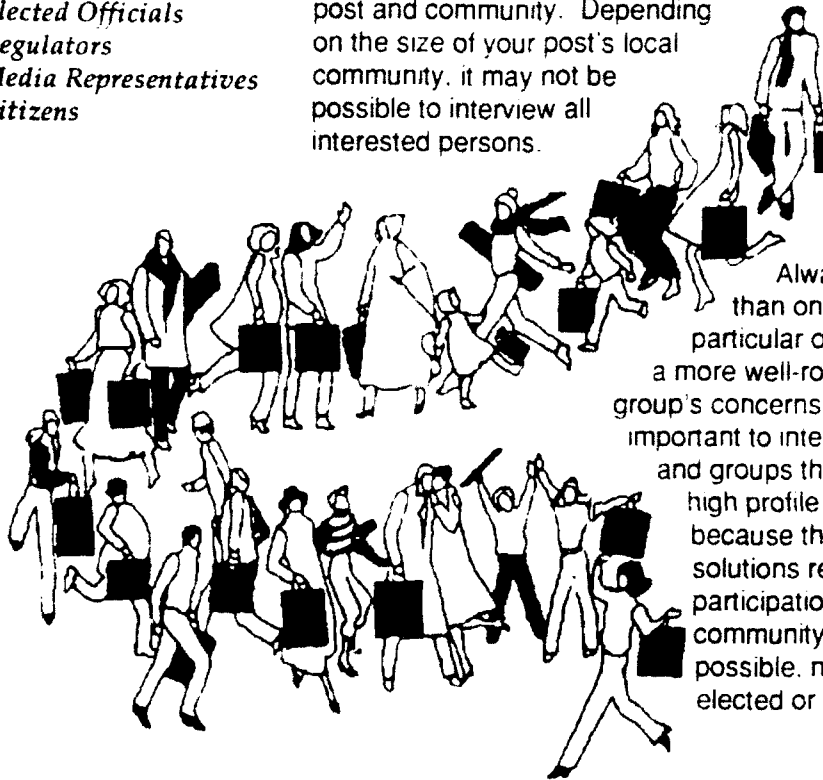
- State officials representing the health, environmental, and natural resources departments;
- Local agency staff and elected officials, such as county health department officials, county commissioners, mayor, and officials serving on environmental commissions, local advisory committees, and planning boards;

- Staff members from local Congressional delegations;
- Citizens groups organized to address site issues;
- Area residents (especially those living adjacent to the post) not affiliated with any group;
- Residents on post who may be affected;
- Local business representatives;
- Local civic groups and neighborhood associations;
- Local chapters of public interest groups (e.g., Sierra Club, Wilderness Society, League of Women Voters); and
- Local media representatives.

Who to Interview

- *Community Leaders*
- *Elected Officials*
- *Regulators*
- *Media Representatives*
- *Citizens*

The final list of interviewees should include people representing a variety of perspectives about the post and community. Depending on the size of your post's local community, it may not be possible to interview all interested persons.



Always speak to more than one person from any particular organization to gain a more well-rounded view of the group's concerns. It is also important to interview individuals and groups that do not maintain a high profile in the community because the best accepted solutions result from participation of as many community members as possible, not just those in elected or appointed positions.



What to Ask...



1. What is your name, address, and telephone number?
2. Do you wish to be on the mailing list?
3. When did you first become aware of the environmental issues at the post?
4. What is your understanding of the history of this situation?
5. What contacts have you had with government officials about the situation? ("Government" includes city, county, state, federal, Army, etc.)
6. Do you feel these officials have been responsive to your concerns?
7. What are your current concerns related to the post?
8. Have you participated in activities concerning this situation? If so, what types of activities?
9. Would you participate in future activities concerning this situation? If so, what types of activities?
10. What other types of activities do you think are appropriate for learning about or discussing the post's environmental activities?
11. Has anyone contacted you to express concern about this situation, and, if so, what are his/her primary concerns?
12. How can the post or the Army best provide you with information concerning the environmental studies at the post? (Newspaper, television, radio, information repositories, personal interviews/contacts, community meetings, direct mailing, other)
13. How can the post/Army best receive the community's concerns/ comments?
14. Can you suggest any other individuals or groups that should be contacted for additional information or to identify other types of concerns?
15. Is there anything you wish to mention that we have not yet discussed?
16. Do you have a well? If so, would you allow us to take a sample, if necessary, as part of an environmental study of area water quality?

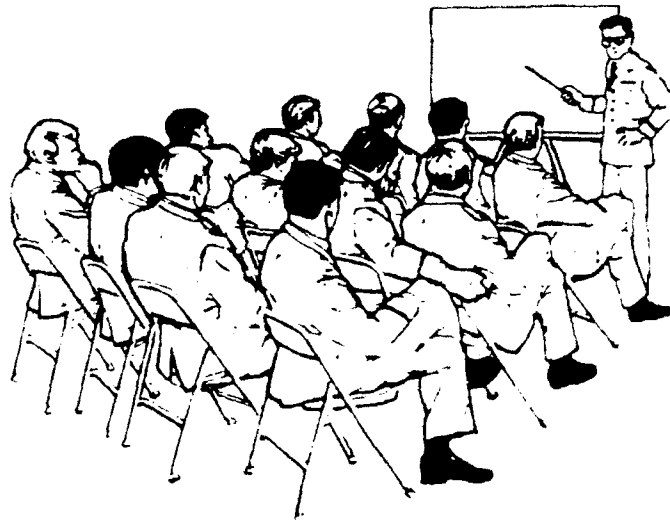
It is best to have the list of interview questions typed up, with space to record answers, so answers can be accurately documented at the time of the interview. Using a typed question list will also ensure that all persons are asked the same questions in the same manner.

A summary of the answers should be provided in the PIRP document. A follow-up to the community interviews can include sending a brief letter to all interviewees thanking them for their time and providing a point of contact in the event that they may have additional information.

Remember, the names of persons interviewed must be kept confidential to protect their privacy.

Target Audiences

The target audiences for a PIRP include many of the same individuals and organizations that participated in the community interviews. The purpose at this point in the PIRP process is to disseminate information to the appropriate audiences rather than to gather comments and answers.



The following are the six major groups to target for information dissemination about your IRP. Depending on your installation's particular concerns, these groups may vary.

***Target Audiences for
PIRP...***

Community Members and Community Organizations -- includes persons living in the post's vicinity and not necessarily associated with any interest group or civic organization, as well as local leaders and members of public interest groups and clubs.

Retired Employees -- includes retired military and civilian employees who are likely, along with their families, to be part of the local community.

Post Employees and/or Residents -- includes current military and civilian employees, as well as families who reside on post.

Federal, State, and Local Elected Agency Officials -- includes Congressional representatives, governor and appropriate staff, the mayor or township administrator, county/city commissioners, and other appropriate elected officials (will vary from site to site).

Government Agencies -- includes non-elected officials of federal, state, and local health, environmental, and natural resources agencies.

The Media -- includes major local newspapers of general circulation, local radio and television stations, and on-post publications.

The community interviews will assist in determining how to best inform the public of post environmental activities (e.g., through radio, television, direct mailing, etc.). Press releases, fact sheets, and other items relating to post activities may need to be cleared through appropriate Army command channels before being released to the target audiences.

Conducting the demographic research, completing and documenting the community interviews, and identifying information channels for the target audiences will provide you with a sound basis for preparing and implementing an effective PIRP.

2

PLANNING

The PIRP Document...

Based on demographic research, the community interviews, and the identification of target audiences, the PIRP can now be written as a document to meet the community's information needs.

A PIRP includes three major sections, references, and appendices. The first section, **Introduction and Background**, provides information on site location, history, and a summary of past environmental studies. The information presented includes data such as the size of the installation, the type of topography, and site access information.

The site history not only explains details on information from the past operations and development of the post, but also includes information on proposed plans for the installation.

The past environmental studies included in the PIRP report summarize the significance of the studies performed and the specific conclusions drawn.

Community Background, the second section, describes community demographics and employment information including data on the top employers in the community, the system of local government and the economic impact of the installation on the community. Information on the history of the level of community involvement to date is presented. Past media coverage is also discussed. A summary of the community interviews is presented in this section including dates of the interviews and an overview of the perception of the installation and the IRP in the community.

The third section describes the **Public Involvement Program** proposed for the installation, including goals and objectives, responsibilities and communication activities and techniques.



The number of appendices varies depending on information available for your post. Typical appendices include:

- Site maps
- Newspaper articles relating to the post's environmental concerns
- A media list (television, radio, newspaper, and magazines)
- Names/addresses of community interview participants
- Program points of contact (for the Army, state, EPA, etc.)
- Recommended locations for information repositories
- Recommended locations for community meetings
- Lists of elected public officials (federal, state, and local)
- Lists of appropriate civic and community groups
- Mailing lists*

**Mailing lists are contained as an appendix but should be withheld from PIRPs that are released to the public.*

3

IMPLEMENTATION

After the research has been completed and a plan developed that is based on the specific community's information needs, the next and final phase is implementation. Implementation of the plan is merely application of the communications techniques outlined in the plan at the milestones indicated by the progress of the technical program plus any day-to-day contacts with, or inquiries from, the public. These techniques are discussed in the Communication Techniques Section of this Guide.

*From PA/SI through
ROD...*

Activities You Must Do

During **PIRP implementation**, two document requirements are the establishment of an information repository and administrative record.

The **information repository** is a collection of all reports and documents pertaining to the installation's IRP. This includes site information, documents on site environmental activities, and general information about the IRP. The information repository must be at a convenient location for public access. This location, which is usually in a public library or town hall, is normally determined during the community interview process when participants discuss the locations most convenient for them. The repository, which includes all items developed, received, published, or made available to the public, should be accessible for inspection and copying.

The **administrative record** is the formal legal file upon which the Army bases its selection of a response action for the site. The record contains most information found in the repository, as well as any legal documents pertaining to the site. All sites should establish an administrative record. A copy of the administrative record must be available for public review.

At the end of the FS, when the Army proposes an alternative for cleanup, the Army must issue a **public notice** and develop a **fact sheet** to summarize the proposed plan. CERCLA/SARA requires that the public be notified of the availability of the RI/FS and proposed plan, including the schedule for

decision-making, description of preferred remedies, alternatives reviewed, location of information repositories, public involvement opportunities, and the name of an agency contact. At a minimum, the public notice should be published in a major local newspaper of general circulation. In addition, information may be disseminated through the use of other media such as radio and television and through information sent to local organizations and citizens included on the mailing list.

The proposed plan, preferred remedial alternative, and alternatives not selected are summarized in a fact sheet available for public distribution. The fact sheet should also indicate if and how the alternatives comply with applicable environmental laws and whether floodplains or wetlands will be affected.

The current **public comment period** is 30 days. During this time, citizens may submit written and oral comments on the proposed plan; these comments become part of the administrative record and ROD.

Opportunity for **public meeting(s)** is also provided at or near the post during the public comment period. Before the meeting, the PAO or other staff member should prepare materials to be available at the meeting, including agenda, fact sheets, letter of welcome from the commander, and installation brochures. A court reporter must be present for the public meeting during the formal public comment period. These transcripts must be made available to the public as part of the administrative record in the information repositories. Tips for holding a public meeting are discussed in the Communications Techniques Section of this Guide.

The next activity is preparation of the **Responsiveness Summary**. The Responsiveness Summary includes and addresses significant written and oral public comments received during the public comment period. This summary, which should also document how the lead agency involved citizens throughout the decision-making process, becomes part of the ROD.

Following publication of the Responsiveness Summary, the lead agency must publish a **public notice of the selected alternative**. At a minimum, the notice must appear in a major

local newspaper of general circulation before remedial action is begun. The ROD and Responsiveness Summary should be available at this time to the public in the administrative record.

If significant changes are not made to the selected alternative, the next step is issuing **public notice** of the ROD and preparing a **fact sheet for remedial design**. Again, the public notice must appear in a major local newspaper. The fact sheet, which is available before beginning the remedial design, should explain the final engineering design and state whether the remedial action is likely to impact a floodplain or wetland.

If the selected site remedial action is significantly different from the alternative that was presented to the public for review and comment, four steps in the public involvement process must be repeated. First, the lead agency must give **public notice** of the changes in a major local newspaper, followed by a **public comment period**. Next, the lead agency must provide opportunity for **public meeting(s)**, with meeting materials and the transcript prepared as described previously. Finally, a **Responsiveness Summary** must be developed.

The final step in the public involvement process is to **revise the PIRP** to present updated technical status of the project and to address the community's information needs during the remedial design and construction phase.

Public
Involvement



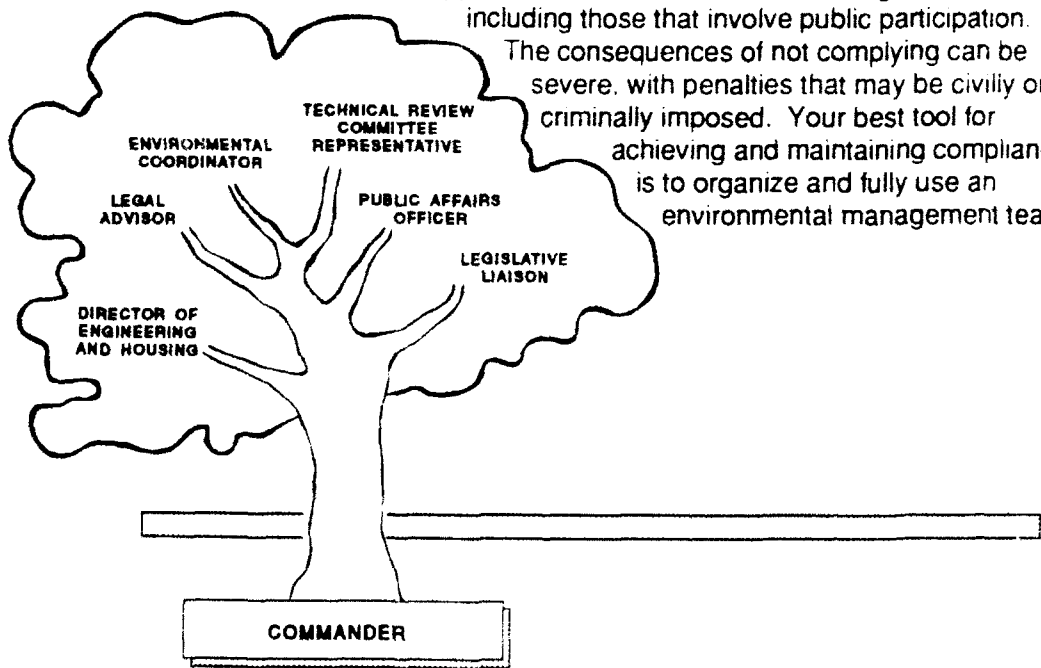
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Who Does What

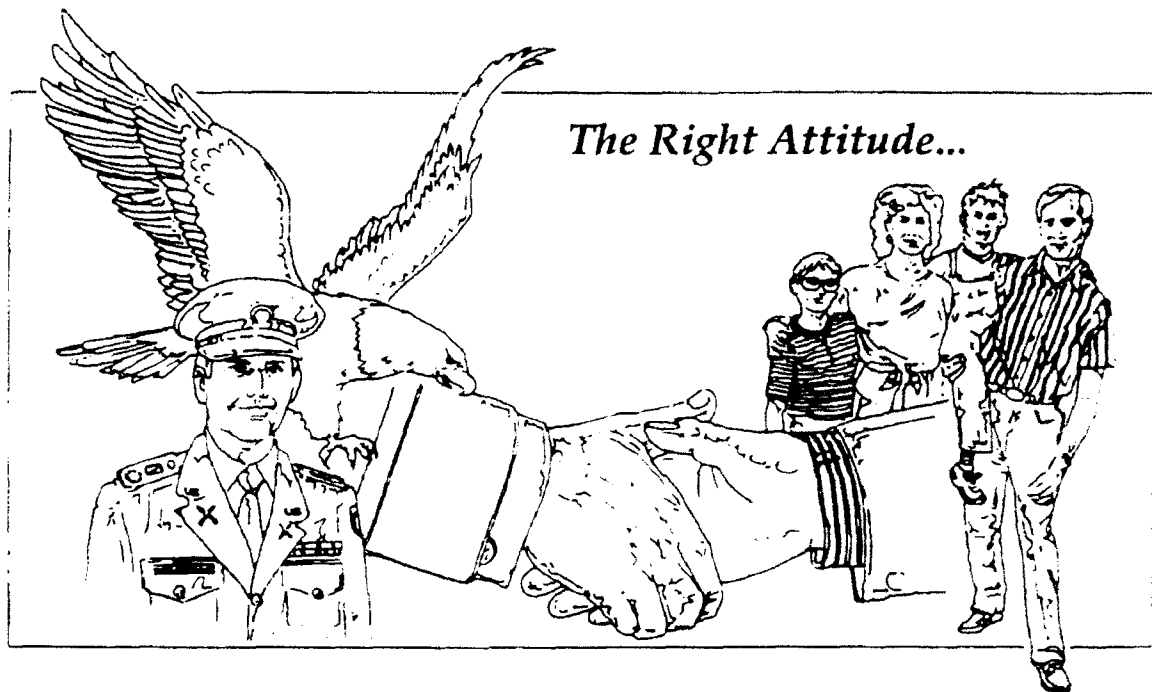
WHO DOES WHAT

The team approach...

As commander, you are ultimately responsible for complying with all applicable environmental laws and regulations--including those that involve public participation. The consequences of not complying can be severe, with penalties that may be civilly or criminally imposed. Your best tool for achieving and maintaining compliance is to organize and fully use an environmental management team.



**Who
Does What**



THE COMMANDER'S RESPONSIBILITIES



Each commander is responsible for all aspects of the IRP on each installation and, therefore, should be active in all phases of a PIRP. How the public perceives you and your willingness to aid two-way communication is a key factor in the success of your PIRP and the Installation Restoration Program. As the commander you should:

- Review and approve news releases and fact sheets;
- Ensure that proper regulatory interface occurs;
- Provide final approval of materials being presented at civic group meetings, as well as approval or selection of staff members to participate in or present the program;
- Ensure safety of post personnel and general public by complying with appropriate federal, state, and local regulations; and
- Serve as Chair of the Technical Review Committee (see Agency Communication Techniques).



The PAO's Responsibilities



Installations without a PAO often assign the Environmental Coordinator to oversee the PIRP. Production facilities with limited Army staff typically assign PIRP duties to the Executive Officer. Responsibilities of the PAO (or other appropriate staff member) include the following:

- Acts as public's point of contact for IRP matters;
- Serves as the on-the-scene spokesperson for the installation IRP and responds to media queries using statements prepared in coordination with the Corps of Engineers and appropriate Army command, cleared statements, or plans;
- Provides guidance and public affairs support to the installation commander on all aspects of IRP actions;
- Coordinates, as necessary, with appropriate Army commands all responses to queries, prior to release concerning program matters that require release of information not previously cleared for release;
- Coordinates, as necessary, Freedom of Information Act (FOIA) requests pertaining to the installation IRP with appropriate Army command;
- Provides appropriate Army command copies of all installation-released material and copies of newspaper clippings relating to installation activities events;
- Coordinates, as necessary, with appropriate Army command and the Corps of Engineers all notifications to the media and to city, county, state, or federal officials;
- Conducts (with technical support from other Army agencies, if necessary) community interviews to prepare a PIRP;
- Distributes fact sheets, reports, project updates, and other pertinent information to the information repository, individuals on the installation mailing list, and media when appropriate/newsworthy;



**Who
Does
What**

- Plans and coordinates, as necessary, for on-site tours of study sites and for special briefings to elected officials and community leaders;
- Arranges for implementation of community meetings (with assistance from the Corps of Engineers if necessary);
- Participates in meetings of the Technical Review Committee;
- Ensures that announcements of public meetings are made available to populations both on and off the installation;
- Prepares news stories or project updates regarding the post's IRP for publication in post newspaper. Ensures that the availability of documents in information repositories as well as the environmental information line is included in the publication;
- Provides relevant environmental news releases and fact sheets to appropriate post officials for inclusion in welcome/information packets provided for new arrivals on post.

The Environmental Coordinator's Responsibilities

- Assists with responses to media inquiries;
- Provides technical review of all news releases, news stories or notices related to IRP activities on the installation;
- Participates in meetings of the Technical Review Committee;
- As needed, provides technical speakers to civic organizations, church groups, and school groups to discuss the IRP actions at the base;

***Public Involvement
in the IRP...***

- Assist with briefings to post employees, special interest groups and media that provide overview of environmental studies and actions;
- Ensure effective communication about PIRP activities with appropriate EPA Regional offices and state environmental and health agencies;
- Assist in preparing responses to environmental issues raised by citizens using the community information line;
- Participate in Special Concerns Workshops and serve as a member of the Special Concerns Task Force.
- Participate as a technical expert in community meetings;
- Provide technical expertise in planning presentations to community groups; and
- Assist with tours of on-site study area

**CORPS OF ENGINEERS PUBLIC AFFAIRS OFFICE
SUPPORT**

The U.S. Army Corps of Engineers, through its division and district public affairs offices and its Toxic and Hazardous Materials Agency PAO, can provide support in the following areas:

- Developing and implementing the PIRP;
- In coordination with your major command, provides, as required, public affairs guidance and expertise to support the PIRP concerning your post's IRP;
- In coordination with your major command and post, prepares news releases for use at major milestone achievements during progress of the IRP;
- Refers to appropriate Army channels for clearance and/or coordination of all material intended for public release that has not been previously cleared or specifically authorized for release in your PIRP or in subsequent statements and public affairs plans.

**WI,
Does What**

- Informs appropriate Army channels of any queries, releases, or proposed media visits to your post concerning this program; and
- Coordinates all Congressional queries and responses within necessary Army channels and with other agencies as required.



Communication
Techniques

*Two-way
communication. . . .*

COMMUNICATION TECHNIQUES



This section describes ways in which you can ensure that your target audiences receive information about your post's environmental activities in the IRP. Simply stated:

" . . . Our aim is to present full, factual, and timely information consistent with national security considerations, provide for community feedback, dispel rumors, and promote understanding."

The methods of communication needed differ depending on the regulatory requirements, level of concern about post environmental issues, type of post activities, neighbors' proximity to the post, and responses received from community interviews. Typical categories of people and the techniques used to address them include:

- Local community and media communication techniques,
- Agency communication techniques, and
- Post employee (civilian and military) communication.

In addition, there are techniques for dealing with unanticipated developments and specific information regarding the coordination of public meetings and media relations.



Communication
Techniques

Local Community and Media Communication Techniques



- *Widely publicize contact person*
- *Keep a logbook of calls*
- *Respond quickly to citizens' inquiries*

IRP Community Liaison—This person (typically the PAO or Environmental Coordinator) serves as a contact point for telephone calls from citizens or the media seeking information about post environmental studies. This liaison, in conjunction with the post commander and appropriate Army command, coordinates and directs responses to community/media inquiries. The telephone number and person's name should be widely publicized. The community liaison also should keep a logbook of citizen requests and comments and include a statement of how each request was handled. This will ensure that citizen concerns are dealt with in a timely manner.

Information Repository—One or more information

Fact Sheets/News Releases—Fact sheets and news releases should be distributed to installation neighbors, citizen groups, regulatory officials, elected/civic officials, and local and regional media whenever events warrant such releases (e.g., concerning the information repository, public meetings, new findings). When public comment periods are required, a fact sheet is released **2 weeks** before the comment period begins.

In general, fact sheets/news releases should address concerns expressed by the local community and include the status of studies and response actions, schedule updates, and special interest items. The language of the fact sheet should be concise and easily understood by the average citizen. All fact sheets are thoroughly reviewed by the installation environmental management team before release.

The installation PAO usually is the best individual to write news releases to ensure timely delivery to the media. In all cases, news releases must be approved through proper channels before release.



- *Approve through proper channels*
- *Develop and distribute as necessary*
- *Write in language of the average citizen*
- *Release 2 weeks prior to comment period*



- *Encourage community use of repositories*
- *Notify media of opening of repository*

repository(ies) should be established on or near the post. It is best to have at least one repository off post because community members may feel more at ease there. The location for off-post repository(ies) will be determined by responses from the community interviews. The repository allows public access to and copying of the PIRP document, RI/FS Work Plan, RI, FS, Responsiveness Summary, ROD, fact sheets, remedial design information, news releases, and other materials related to the site. Local media are to be notified of the opening of the repository and the placement of new materials as they are made available.



- *Notify public before comment period*
- *Publish in major newspaper*

Public Notices—It is necessary that public notice be given before any formal public comment period. It is imperative that the local community members be informed when they can examine the RI/FS and ROD and give the Army either written or oral comments on these documents. At a minimum, the notice should appear in a major local newspaper of general circulation.



- *Hold at convenient location*
- *Publicize*
- *Set meaningful agenda*
- *Hold at critical stages of IRP and when public interest is high*

Public Meetings—These meetings are held at convenient places and times so that local citizens will have the opportunity to discuss issues of concern and project activities. Details on how to prepare for a public meeting follow. Such meetings need to be jointly coordinated by the PAO (or other staff), yourself and the environmental management team. Usually, the time, location, and agenda of public meetings are to be decided by the post commander and PAO, although locations convenient to the public will be discussed during community interviews. During the formal public comment period before the ROD, a court reporter must be present to compile a transcript at any public meetings held. Public meetings would be desirable/necessary before/after the RI and FS, when the ROD is published, or when public interest is high. A detailed guide to preparing for a public meeting is presented at the end of this section.



**Communication
Techniques**

- ✓ • *Develop media mailing list*
- *Include concerned citizens & organizations*

Mailing List—The need for a mailing list(s) is site specific. Most installations should develop a media mailing list for sending out news releases or fact sheets to local radio and television stations and newspapers. The mailing lists should also include citizens who have requested further information about the post and response actions, persons living adjacent to the post boundaries and thus most likely to be affected by response actions, local leaders, and representatives of concerned organizations. The mailing list should be kept current.

- ✓ • *Keep local officials informed*

Special Briefings— These briefings are held for civic/elected officials to provide information for local leaders to use when responding to inquiries from constituents regarding the post's environmental activities. Community interviews may indicate the need for such briefings.

- ✓ • *Provide accurate information*
- *Hold at critical stages of IRP*
- *Should be attended by knowledgeable technical staff*

News Conferences—These conferences are scheduled specifically for the media to provide accurate information about important developments during the IRP process or announce plans for future actions. Appropriate staff should be available to brief the media and to answer technical questions.

- ✓ • *Provide on an as-needed basis*
- *Make it interesting and informative*

On-Site Tours—Tours should be held on an as-needed basis for local citizens, adjacent neighbors, local and state officials, Congressional representatives, and the media. The post commander and PAO should determine when tours would enhance the understanding of any environmental investigations on post.

- ✓ • *Opportunity for exposure in community*
- *Present post's mission and impact on community*

Programs for Civic Groups/Organizations— The commander, PAO, or other post staff can present slide and informational programs to local civic groups. The programs should focus on the post's mission, history, and economic significance, past and ongoing environmental programs, as well as important milestones and current schedule of the IRP.

Workshops—These are scheduled as necessary for individuals or groups expressing high concern about environmental activities. The nature of the workshops will vary depending on the topic of discussion and possible level of hostility of the participants. The purpose is to allow an open forum for expressing concerns related to the post's environmental investigations, to focus and resolve conflict and to encourage interaction in a casual setting.

- ☒ • *Effective for exchange of ideas*
- *Anticipate participant's concerns*

Community Information Line—This telephone number, normally the PAO's, should be provided for citizens to call with questions, comments, or requests for information about the IRP. The number should be widely publicized to those on the mailing list and local media.

- ☒ • *Establish information line*
- *Widely publicize number*

Agency Communication Techniques



Project Status Meetings—These meetings are held regularly and include representatives from the post, appropriate Army commands, federal and state regulatory agencies, and local agencies. The purpose is to review overall project status, concerns, accomplishments, upcoming activities and schedule.

- ☒ • *Hold status meetings regularly*
- *Develop action items list*

Technical Review Committee (TRC) Meetings—SARA requires that a TRC be established "whenever possible and practical." As stated in SARA, the committee's purpose is "to review and comment on DOD actions and proposed actions with respect to releases or threatened releases of hazardous substances at installations." TRC members include a member of the installation environmental staff, the installation Public Affairs Office, appropriate Army agency representatives, EPA and state regulatory agencies, local environmental agencies, and the affected community. Having a TRC member from the affected community is particularly important. This person can provide information exchange between the committee and the general public. Having a public representative(s) on the TRC will allow public comment to be made directly to officials making decisions regarding the site and reinforce the Army's commitment to public involvement. The PAO or Environmental Coordinator should attend all TRC meetings to keep current on the PIRP program. The commander should chair the TRC.

- ☒ • *Develop team*
- *Include appropriate personnel*
- *Be knowledgeable about proposed actions at your installation*
- *Include a member of community on team*
- *Commanders MUST be actively involved*

Communication Techniques



- *Conduct on an as-needed basis*

Telephone Conference Calls—Conference calls are useful in keeping appropriate agencies informed of project activities. The participants in these calls will vary according to the topic being discussed but may include installation environmental affairs personnel, the Corps of Engineers project officer, the local EPA point of contact, affected state or local agencies (e.g., health or environmental departments), and a representative of the installation's major command.



- *Give plenty of advance notice of public meetings*

Notice of Scheduled Public Meetings—When public meetings are scheduled as part of the PIRP, advance notice of 2 weeks to 1 month is to be provided to state and federal regulatory agencies, local agencies/officials, and appropriate Army command to allow their representatives to attend or participate in the meetings.

Post Employee/Resident Communication Techniques



The need for on-post communication will vary depending on the size and mission of your installation. If your post is a training facility with families living on post, you need a more diversified communication plan than a post used mainly for storage. Your means of communication will also differ if employees work in several buildings and do not have a common meeting place (such as a cafeteria or auditorium). Suggested communication techniques are as follows:

Commander's Call—The commander can meet periodically with managers, supervisors, or employee groups to provide relevant information about program developments and to address questions and concerns.

- ☒ • *Conduct fireside chats*

Post Newspaper—If the need for more information about the post is expressed during the community interviews, the post newspaper can be used as an information tool for the IRP. The newspaper could include details on the mission and activities of the post, and provide highlights of IRP accomplishments, schedules of activities that might affect neighbors (i.e., detonations, flyovers), etc.

- ☒ • *Contribute articles*
- ☐ • *List important events and dates*

Fact Sheet/Policy Letters—Information determined by the post commander to be of extreme importance to Army and civilian workers' security or safety should be distributed directly to all employees. This information can be handed out through normal distribution.

- ☒ • *Get the facts to post employees*

Bulletin Boards, Posters—Bulletin boards can be used to post fact sheets, newspaper articles, news releases, and other pertinent information about on-post environmental investigations. If there is an on-post family housing area, all-weather, outdoor bulletin boards can be used for posting information.

- ☒ • *Extra, Extra...*

**Communication
Techniques**



• Provide all the related documents to employees and public

On-post Information Repository—This repository is to include fact sheets, news releases, PIRP document, RI, FS, Responsiveness Summary, ROD, and other documents related to the installation's IRP. All items in the information repository should be available to employees and the public for review and copying. Suggested locations for the on-post repository are the post library, the Public Affairs Office, or the Environmental Management Office.



• "This is a recording... for more info, call..."

Employee Information System—A telephone-recorded message communications system can be established to enable workers to call and receive updates on environmental investigations, response actions, or other events related to the IRP. Normally these systems are needed only at installations where environmental problems are acute.

Facing Unanticipated Developments



Be prepared. . .

The effectiveness of your PIRP program can be gauged on how well unforeseen occurrences are managed. Although by definition you cannot specifically plan for unanticipated developments, you can incorporate additional resources and flexibility in your program to help face the unexpected.

Some examples of unanticipated developments, as described in EPA's Community Relations in Superfund: A Handbook, are:

- (1) an environmental group suddenly begins picketing your post where there had been no prior community involvement, or
- (2) environmental studies reveal significantly greater contamination than expected on post.

In both cases, public affairs and technical staff need to meet with citizens as soon as new developments arise. You may need to schedule special meetings between the environmental group and agency and Army staff. The media should be informed of new findings; this type of situation can be a good opportunity to demonstrate the Army's concern about environmental issues and desire to open and maintain communication with the public.

"Good crisis management is crucial to the effectiveness of any public involvement program. Staff confronted with unanticipated developments should seek vigorously to pursue general community relations program goals: listen to and consider community concerns and keep citizens and local officials accurately informed about site activities."

— EPA



TIPS ON HOW TO HOLD A PUBLIC MEETING




A successful public meeting is one which provides constructive exchange of information between the installation and the public. The best way to ensure success is careful planning and preparation.

4 Weeks Before The Public Meeting:



Let's get started...

		WEEK 4				

CHOOSE ATTENDEES

- Contact regulatory agencies, and suggest a meeting with their representatives ahead of time to discuss the technical presentations
- Invite the agency representative and local leaders to participate in the meeting by giving a short presentation on their agency role in the IRP, or to sit on the panel or at the head table.
- Remember, people like to see that all government entities are working together.

PICK A DATE

- Determine the date, time, and place of the meeting.
- Check local events to make sure you are not competing with another community function.
- Verify that the chosen date does not conflict with a major meeting or event regulators are sponsoring.
- Choose a convenient time: public meetings are normally held at night, at 7:00 or 7:30 pm

SELECT THE SITE

- Contact the regulatory agencies (EPA, state, regional, and county groups and local leaders) before confirming the date, time, and place
- Choose an off-post location: citizens are more likely to attend and may be more receptive to the material presented than if the meeting is held on post
- Suggested locations include community centers, civic centers, church annexes, town halls, and hotel conference rooms
- Reserve a room appropriate for the number of people you expect
- Establish a contact person who is handling the reservation and room set-up. Continued contact with that person will ensure that the meeting is properly arranged.
- Reserve selected meeting place, confirm date and time.

PREPARE HANDOUTS


- Begin preparation of handout material. **Handout material** is very important and will carry your message into homes after the meeting is over. Ideas for handouts include:
 - Letter of welcome from the Commander
 - Agenda
 - Fact Sheets
 - Installation BrochuresSee description of Suggested Handout Materials

PUBLICIZE

- Prepare **news release** announcing the public meeting
- Include date, time, and place, a brief background of the issue and encourage public attendance
- Also include an address so that people can request to be put on the mailing list

3 Weeks Before The Public Meeting:



 WEEK 3					

PLAN MAILINGS

- Identify the media who should receive the news release
- Prepare mailing envelopes for the media and for everyone on the mailing list

PREPARE AGENDA

- Hold first Army agenda preparation meeting and aim to keep the agenda simple
- Attendees at this meeting should include the PAO, Environmental Coordinator, and anyone giving a presentation or participating in the question and answer session
- Draft agenda should be approved by the Commander

START A/V PREPARATION

- Begin preparation of simple technical presentations and audio-visual materials
- If you want to videotape the meeting, contact the post audiovisual office for support.

ARRANGE FOR COURT REPORTER


- Determine whether court reporter sources are necessary
- For formal public comment periods a court reporter's transcript is mandatory at public meetings. For more informal public meetings, a court transcript is not required, but may be advisable, particularly if the meeting is considered sensitive
- Contact a court reporter, if necessary, to discuss the transcript requirements
- Begin paperwork to procure court reporter services and legal notice space



**Communication
Techniques**

2 Weeks Before The Public Meeting:



 WEEK 2									

PUBLICIZE

- Mail the news releases to the media and to people on the mailing list

ANSWER QUESTIONS

- Be available to answer questions by telephone from the media and the public

POLISH PRESENTATIONS

- Finalize audiovisuals and presentation aids
- Hold a meeting to discuss and streamline the technical presentation

COMPLETE AGENDA

- Finalize the agenda which should include
 - Commander's Welcoming Remarks, and Installation Mission Background (5 minutes)
 - IRP Background (10 minutes max)
 - Current Project Status
 - Projected Activities Schedule
 - Regulatory Agency Presentations
 - Questions and Answers

1 Week Before The Public Meeting:



WEEK 1					

DOUBLE-CHECK

- Verify whether regulatory agencies will participate in the panel. If so, be sure to check the spelling of the participants' names and titles so they may be accurately included on the agenda.
- Confirm reservations at the meeting place. Public meetings are normally set up theater style, with a head table, a podium with a microphone, and audiovisual screen, and at least one audience microphone. Have a registration table at the room entrance for handout material and mailing list registration.
- If the dry run was not conducted at the meeting place, visit the surroundings. Meet with the reservation coordinator to ensure the meeting set up is taken care of. Note where the screen should be placed, to ensure that all members of the audience will be able to see the audiovisual material. Also note any obstructions to view and ask the coordinator not to place chairs behind them.

PRACTICE, PRACTICE

- Conduct a dry run of the public meeting. If possible, the dry run should be conducted at the meeting place to familiarize the presenters with the area.
- Time the presentations and ensure that technical presentations are clear and concise and will be completed in time to allow for the question and answer period.
- Have a prepared list of questions as a dry run for the question and answer period. Controversial or sensitive questions should be anticipated in advance and responses formulated before the meeting.

COMPLETE PRINTING

- Have final agendas printed, if you have not already done this.
- Have handouts printed.



The Day of the Meeting:



It's showtime...

- Take all handout materials to the meeting site. Do not have them collated; let people choose which ones they care to take.
- Set up the registration table next to the entrance, and place handout materials in easy view.
- If the meeting is a formal event to solicit public comment, have people sign in with name, affiliation, address, and phone number. Most importantly, have them indicate whether or not they wish to speak. Attendees may then be called in order during the discussion period.
- Arrange for panel members to meet at the site at least one hour before the meeting is to begin.
- Meet with media representatives who arrive early, and provide them with any necessary background information.
- Personally greet local officials and residents who have had an active role in past activities.
- Ensure that the court reporter has all necessary information including acronyms that may be used, names and titles of presenters, and a list of persons to whom a transcript should be sent.
- Start the meeting on time, if at all possible. The only reason why the meeting should not begin on time is if there are many people still waiting to find a seat.
- During the commander's remarks, he/she should ask people to hold their questions until the question and answer period, but also encourage participation.
- Allow sufficient time for questions, answers, and discussion.

Suggested Handout Materials For A Public Meeting

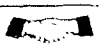


A Letter of Welcome from the Commander. People appreciate being thanked for their time. The letter should be brief, no more than one page, explaining the purpose of the meeting, and emphasizing the commander's desire to communicate effectively with the public and to address their concerns. The tone should be warm and informal, rather than military.

Agenda. This is necessary for every public meeting. Agendas normally include Commander's Welcoming Remarks, an Installation Mission Background (5 minutes), IRP Background (10 minutes maximum), Current Project Status, Projected Activities Schedule, Regulatory Agency Presentations, and Questions and Answers.

Fact Sheets. Fact sheets on the project, such as the RIFS process, the post's IRP, any interim actions that may be underway or complete, projected program schedules, and explanations of any treatment system operations, are always helpful. Each fact sheet or handout should include addresses, hours of operation, and telephone numbers of both on- and off-post repositories. Fact sheets should also include information on how to join the post's mailing list and the name and telephone number of a person to contact for further information.

Installation Brochures. These brochures have information that is helpful to understanding the overall post mission and local economic impact.

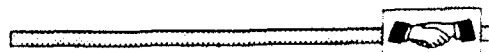


Communication
Techniques

After The Meeting



- Be available to answer any questions the media may have.
- Gather leftover handout materials.
- Send a letter thanking non-Army panel members for their participation.
- Note any problems that occurred in the meeting regarding preparation so that you can work to avoid them for the next public meeting.
- Get the transcript from the court reporter and include it as part of the information repository.
- Provide necessary follow-up on unresolved items.



PREPARING TO MEET THE MEDIA



What you do before you meet the media is as important as what you do when you meet them. Often, it's the preparatory activities that will determine the success or failure of your media interview. By being prepared, you'll not only be more confident and comfortable, you'll be able to get your story across to the audience.

Do your homework...

Some preparatory suggestions:

Find out who the reporter is and why you were asked for the interview.

Establish ground rules on what will be covered and how much time will be allowed for the interview.

Anticipate questions and think through your responses.

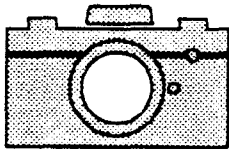
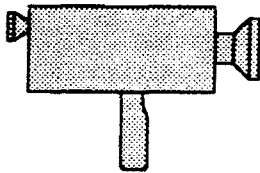
Make certain you are familiar with the facts supporting your position and that they're up-to-date. Even if you're the expert, a quick brush-up will help.

Know the key points you want to make. You might want to type them up on a card and put the card in a prominent place on your desk. Before the interview, review them often. Are they honest, meaningful, and to the point?

Don't try to memorize a statement! You could come across as stilted and pompous.

Question your own position. Have your PAO or other staff experts play devil's advocate.

Read the morning paper and/or listen to the radio/TV news before your interview in case a late-breaking news story should affect your command



Communication
Techniques

You're On The Air. . .

Specific suggestions for radio or television:

Know the format and theme of the show. It may be helpful to watch the show several times.

Arrive early to check the setting and your appearance.

When you arrive, talk to the hosts or questioners. Offer subjects or points you'd like to discuss. Ask them what they'll be covering.

This is the chance to tell your story accurately and forcefully. Many people are intimidated by all the blinding lights and the ominous, expressionless, one-eyed cameras staring directly at them. There's no need for anxiety. Think of the cameras and the microphones as your friends, and imagine that you are visiting your friends in their living room because that's where you will be seen or heard — on the television set in someone's living room or on a car radio. If you've prepared well, all you will have to do is take advantage of a few techniques which will help you come across to the audience in a forceful yet friendly way.

Straighten your tie. . .

First, your appearance:

Check your appearance. Be vain. Remember, you're representing your service.

Ask for makeup to help control perspiration and to avoid glare from the lights. If you have a heavy beard, shave before you go to the studio.

Don't wear sunglasses outdoors, or tinted or photo gray glasses indoors.

If seated, keep your jacket buttoned. To remove wrinkles in the front, pull the jacket down in the rear.

If you're in civilian clothes:

Men should wear medium-tone gray, blue or brown suits. Women should wear solid, medium-color dresses or suits. Conservative street-length dresses or suits are preferred.

Wear light-color shirts. Avoid whites, however, since it is difficult for the technical crew to adjust contrast.

Avoid bow ties. They have a tendency to bob when you are talking.

Wear over-the-calf socks. That way, if you cross your legs, your shins won't outshine your shoes.

Keep jewelry simple. That sparkling ring may look terrific at a dinner party, but on television it's going to detract.

Don't wear military-issue eyeglasses, if at all possible. If you are frequently on camera, wear stylish frames that show the eyes.

If you're in uniform:

Wear the class A/service dress uniform.

Ensure your haircut meets service standards.

Dull the brass on your uniform.

What Do I Do With My Hands?

Second, your action:

In stand-up interviews, stand straight. Don't lean into the microphone and don't rock back and forth.

Hands should be relaxed at your side at the beginning of the interview.

If sitting, sit with the base of the spine back on the chair and lean slightly forward.

Warmth, friendliness and sincerity are important to the interview. Key tools are smiles, gestures, and pauses, at appropriate times. But don't smile at serious matters or out of discomfort.

Don't take the questioner's attitude, even on hostile questions. Remember, the viewer or listener at home may be on your side.



Don't distract your home audience. Don't pull up your socks, fiddle with your ring, or look at your watch hoping you've almost finished.

Concentrate on the interviewer—**listen**. Avoid looking around the room; it will give you the "darting eye" look of a sinister villain.

Keep your head up. If your audience can't see your eyes, they may not trust you.

Keep your hands off the mike.

If you have a real physical reason for preferring one profile or side, such as a hearing problem, make this known to the program staff.

If possible, don't sit between two questioners. After all, it's not an inquisition, and the shifting of your head will make you feel and look guilty.

Be Yourself. . .

After all of this—**be yourself!** Concentrate on how to get ideas across—not just words.

Guidelines for Release of Information



The first rule in releasing information is to listen to the question. HEAR the question.

The word "hear" reminds you how to answer the question:

**Honestly,
Ethically,
Accurately,
Responsibly. . .**

Honestly, **E**thically, **A**ccurately, **R**esponsibly.

Honestly: Tell the truth. If you don't know the answer, say so. If you can't release the answer, explain why. Don't speculate.

Ethically: Don't play games with a reporter. Don't withhold significant information just because the reporter failed to ask exactly the right question.

Accurately: Don't speculate, don't guess.

Responsibly: Being responsible means answering the question or explaining why the question cannot be answered. Don't be evasive, but answer the questions in accordance with SAPP.

- Security
- Accuracy
- Propriety
- Policy

MEETING THE MEDIA – THE INTERVIEW



When you know and follow the rules of the game, you can communicate your story more effectively and truthfully.

Too many times spokesmen meeting today's news media feel they are dealing with built-in bias if the reporter interjects any penetrating questions. Just remember—when a reporter asks questions, he's not working for or against the subject he's interviewing. He is working for the readers, viewers, listeners and his editor.

Too often the person being interviewed feels at a disadvantage being interviewed by a reporter skilled at asking controversial or provocative questions, to get interesting or controversial answers. A spokesman frightened or wary of such questions comes across poorly in an interview.

Presumably, the spokesman in any interview is there because of his know-how or expertise. But since skills of management are not always the same as those required to work well with media, here are a few simple pointers:

Keep Cool. . .

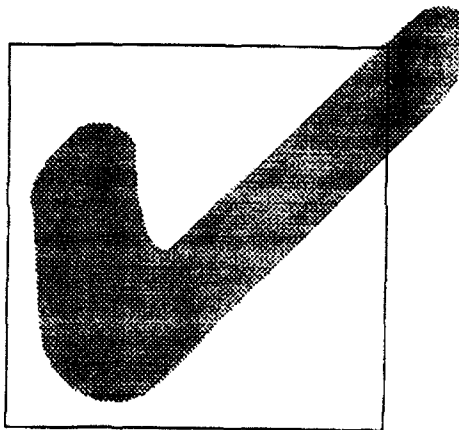
Be honest. be candid, don't evade. If a question is one the spokesman cannot answer, say so and say why.

Don't assume antagonism exists if reporters try to plow new ground. Reporters in today's newspapers, radio, and television excel in their ability to unearth something interesting beyond the cut-and-dried news release. Reporters are competing with their peers to get new information. Your story reaches more people via their talent, so try to cooperate.

Speak in terms of them, not from the internal perspective of your agency. Try to talk in terms of people, not programs or statistics. A single human "case history" tells more about a service than a 100-page annual report.

Don't say it if you don't want it quoted. If you do not want a statement quoted, don't make it.

Don't argue or engage in battle if the questions cause irritation or frustration. Remember the reporter, not the subject being interviewed, has the last say.



Don't repeat offensive phrases or words contained in a question you do not like. For instance, if a question contains a word or phrase you consider inaccurate or offensive, do not repeat it in your answer, even to refute or deny it. It's easy for a skilled reporter to put words in the subject's mouth in order to get colorful or controversial responses. Don't bite on the "when did you stop beating your wife" gambit.

Answer directly to a direct question. A reporter who asks a direct question is entitled to a direct answer. If a subject does not know the answer, he can simply say, "I don't know but I will find out." And then do it.

Tell the truth, even if it hurts. Don't exaggerate the facts. If there is a justified reason for asking for special handling of information, state it and let the media share as much information as possible. Social agencies do not have a monopoly on the milk of human kindness or social responsibility. Informed media will strive in almost every instance to avoid reporting that causes unnecessary hurt or embarrassment to people with problems.

Be relaxed, confident; you are the expert.

Avoid jargon, acronyms and technical terms.

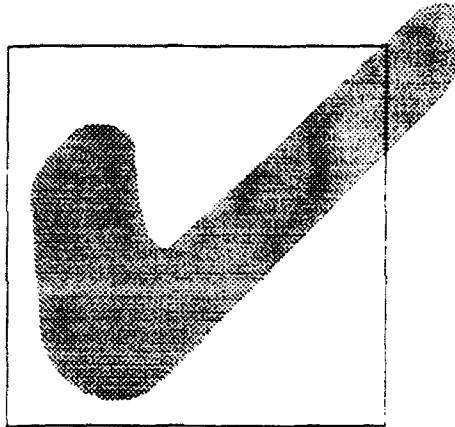
Keep your answers short! Give your "headline" first and then support your answers. Make the interviewer keep the conversation going, but don't just give a "yes" or "no."

Be positive in your answers!

Don't be curt (even with the dumbest question).

Don't restate the question in total or begin with gratuitous remarks such as, "I'm glad you asked that." Sometimes, however, you may wish to partially restate the question just to clarify what you are answering.

Take time to think about your answer. Not only do rapid responses appear rehearsed, but many officials wish they had thought about an answer before answering.



Answer only one question at a time. (If there are multiple questions, answer the one you want to answer and then ask what the other questions were.)

Use your key point when you have a chance. You can use one question as a springboard to your points by building on your answer.

Admit it if you're not sure of the facts, and promise to get them. (Then be sure to follow up.)

Never give a "no comment" response.

Discuss only those activities and policies within the purview of your command or area of responsibility. Don't discuss hypothetical situations.

Don't be defensive—take the opportunity and use it to your benefit.

Don't repeat a reporter's terminology or accept his "facts and figures" as truth unless you know they're accurate. Don't let reporters put words in your mouth or ideas in the minds of the audience.

Avoid "off-the-record" comments. Anything you say may be used—and probably will be.

Never lie to a reporter. Not only could you get yourself in trouble, you may lessen the credibility of your service.

If a story comes out wrong, try to make a balanced judgment. If the inaccuracy is minor, and unintentional, don't make a federal



case out of it. Reporters try to be accurate but mistakes are made, names misspelled, titles garbled, quotes shortened or altered. If it is a glaring error, or if it is something that must be corrected, first try to discuss it with the reporter. Don't go over his head to his boss unless you cannot handle it any other way.

Don't demand to see the show or article in advance of airing or publication. You can ask, but they aren't under any obligation to give you an advance copy.

Be available for follow-up. Reporters often will have points they may want clarified or need additional information on.

Bill of Rights for the Television Interviewer



You Have The Right....

In interviews of a spontaneous nature.. YOU HAVE THE RIGHT....

1. To know who is interviewing you and whom they represent.
2. To have total agreement by both parties on the ground rules.
3. To be treated courteously. The questions can be tough, but the reporter's demeanor should not be abusive.
4. To have "off-the-record" comments, if previously stated, honored. (But as a rule, never say anything "off the record.")
5. Not to be physically threatened or impaired by hand-held lights too close or microphones shoved in your face.
6. To break the interview off after a "reasonable" amount of time, but only after important questions have been answered.

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In pre-arranged office or TV studio interviews. YOU HAVE THE RIGHT.....

1. To all of the above.
2. To know the general subject so you have time to research.
3. To know about how long the interview will last.
4. To know if there are other guests appearing with you and what their roles will be.
5. To have a public affairs representative present.
6. To make your own audio or videotape of the interview, or to be able to obtain a complete tape from the TV station.
7. To make sure that no material is recorded by the reporter on audio or videotape unless you are told you are being recorded. The "pre-interview discussions," talk between commercials or after-show chit-chat cannot be used on the air unless you approve.
8. To physical comfort during the taping of the interview.
9. To be allowed to answer without harassment or interruptions, assuming your answers are brief and to the point.
10. To ignore "editorial comments" or pejorative asides by reporters or panelists.
11. To have an accurate on-air introduction that will put the interview in the proper perspective.
12. In the film or tape editing, to have the basic intent and flavor of your answers come through.
13. To have the time to get some of YOUR points across in the interview and not be expected only to answer questions obediently and obsequiously.



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News Briefing Format



OPENING

1. Introduction: Name, rank, title.
2. Purpose: This limits the scope of the briefing to your topic.
3. Ground rules: Clearly stated and explained if the reason isn't obvious.



BODY

Usually organized chronologically. Late-breaking news placed first if present.

Designed to anticipate and answer questions (who, what, when, where, why, and how) or explain why certain questions cannot be answered.

Deals with the "heart" of the subject. Details (ages, spelling of names, hardware stats, etc.) are provided in press kit.

The reporter should be able to write his story based on your prepared statement.

CONCLUSION

End on a neutral or, if possible, positive note. Solicit questions.

Questioning Techniques



With proper preparation on your part, most news briefings will be positive, rewarding experiences. Ninety percent of the questions are likely to be non-threatening. Be careful though. Reporters are looking for drama and conflict to bring a story to life. They are also looking for the facts, for your side of what has happened.

You'll find four basic kinds of questions: Focus, Avoidance, Control, and Factual.

1. **Focus** questions: Those that give you the opportunity to expand upon a point by going into detail, by giving an illustration from your point of view.
2. **Avoidance** questions: Those that you would just as soon not have to answer, probably because it puts you or your command in a bad light. Acknowledge the question by repeating the key part in a positive way and then bridge to the point you want to make.
3. **Control** questions: Those that you would like to pass back to the interviewer. You respond to these by making a positive point about the thrust of the question by not dealing with the question itself.
4. **Factual** questions: Those that seem relatively simple; they just ask for factual data.



Stick to the issues...

When a reporter tries one of the techniques that predictably should evoke a negative response, how should you react? By giving them something they are not prepared for: a calm, cooperative and courteous attitude. When a reporter sets you up to strike back, strike instead only at the issue. You should always try to address the question, not the questioner.

Keep in mind most of these techniques are infrequently used, that most interviews will be pleasant experiences for you. These techniques usually become necessary only when a guest is ill-prepared or defensive in either attitude or answers.

Watch out for these techniques . . .

TECHNIQUE	EXAMPLE	RESPONSE
Needling	<i>Come on! You don't really expect us to believe it takes 25 Army officers to run a service that's smaller than the NYC police force?</i>	Stick by your answer. Don't back off or equivocate.
False facts	<i>Since duty in the Coast Guard is far less demanding and much safer than in the other services, is it fair that you have the same pay scale as, say, the Army?</i>	Correct the reporter but be polite, then move to your positive point.
Reinterpretation of your response	<i>So, what you're saying is the Army bought a lousy tank and now is paying too much to get it fixed.</i>	Avoid repeating loaded words.
Putting words in your mouth	<i>So, contrary to all your public crying, the fact is the Army really is over-fed and under-worked.</i>	Don't argue. Instead say, "I wouldn't say that" or "The facts simply don't support such an assertion," and move on to the positive point you want to make.
False assumptions or conclusions	<i>So basically, what you're saying is the Army can take partial blame for those recent teenage suicides of family members.</i>	Call the technique for what it is. Say, "Well, I wouldn't agree with your conclusion."
Hypothetical question	<i>What if the DOD budget were cut in half? Would our defense posture really change or would you merely have to scrap your "fringe" programs?</i>	Call it what it is. Say, "That is a hypothetical question, and I can't look into the future."

TECHNIQUE

**Speed-up or
rapid-fire series
of questions**

Stall

**One, two, three,
kick**

RESPONSE

Slow down your pace and take the steam away from the reporter.

Use that free time to make as many positive points as you can until the reporter takes control of the interview once more.

When you are asked a series of questions and you know the reporter is baiting you, on the third question make a long (30 to 45 second) response. Take the pacing away from the reporter.



**Communication
Techniques**



**RESOURCE
INFORMATION**

CONTENTS



- COMMUNITY RIGHT-TO-KNOW
- WHERE TO GO FOR SUPPORT
- GLOSSARY
- NOTES

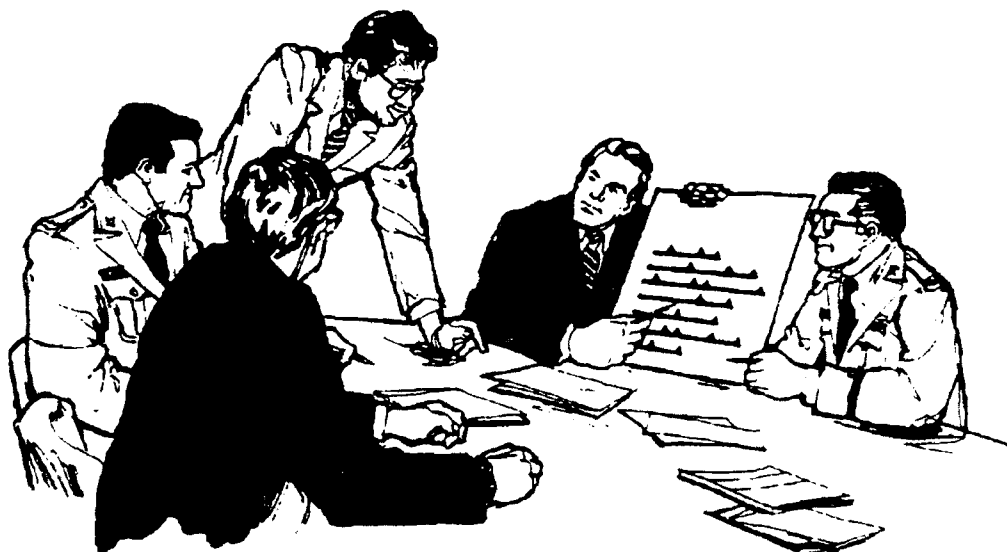


EMERGENCY PLANNING AND COMMUNITY RIGHT-TO-KNOW



What is it?

In response to the growing amount of concern regarding the effects of toxic and hazardous substances on humans and the environment, it has become necessary to develop a mechanism to inform potentially-affected populations of the types and quantities of hazardous materials which are present in the living and work place. This mechanism will allow each individual to judge the potential personal risk resulting from living or working in a specific area and will allow for effective emergency procedures in the event of a spill or other uncontrolled release of hazardous materials.



Current Regulations...

In November 1986, Congress passed the Emergency Planning and Community Right-to-Know Act. This Act is also known as Title III of the Superfund Amendments and Reauthorization Act of 1986 (SARA).

The two main purposes of the law are to encourage and support emergency planning for responding to chemical accidents and to provide local governments and the public with information about possible chemical hazards in their communities.

Local communities and states have the basic responsibility for understanding, managing, and reducing the risks posed by chemicals at the local level and for dealing with emergencies within their communities.

Industry is responsible for gathering information on the chemicals it uses, stores, and releases into the environment and providing the information to government agencies and local communities, and for helping set up procedures to handle chemical emergencies.

At the federal level, EPA is responsible for ensuring that industry complies with the law's requirements, the public has access to information on annual toxic chemical releases, and the information is used in various EPA programs to protect the nation's air, water, and soil.

SARA Title III requires civilian communities to:

- Prepare for emergency releases of hazardous substances by appointing a Local Emergency Planning Committee (LEPC).
- Immediately notify the LEPC when any release occurs of hazardous substances in quantities greater than established levels.
- Prepare a hazardous substances inventory to be submitted to the LEPC.
- Prepare an annual report detailing the amounts of hazardous materials released (through accident or through normal operations) and amounts transported as waste to another location.

THE ARMY'S PROGRAM

Objectives—

- Conform to applicable substantive requirements of the Emergency Planning Act;
- Provide a representative to participate in the local Emergency Planning Committee; and
- Emergency notification upon release of substances regulated by the Act (Section 304).



Conformance with the provisions of the Act requiring reporting of hazardous chemical inventories and annual reporting of chemical releases is *not* currently part of the Army program.

Installations should—

- Identify in the Installation Spill Contingency Plan resources available to the LEPC or Regional Response Team if requested;
- Notify the Major Command (MACOM) and LEPC in the event of a reportable release of an extremely hazardous substance;
- Designate an Army employee to represent the commander on the LEPC; and
- Ensure contractors comply with all requirements of the Community Right-to-Know Act that apply to their operations on or for the installation.

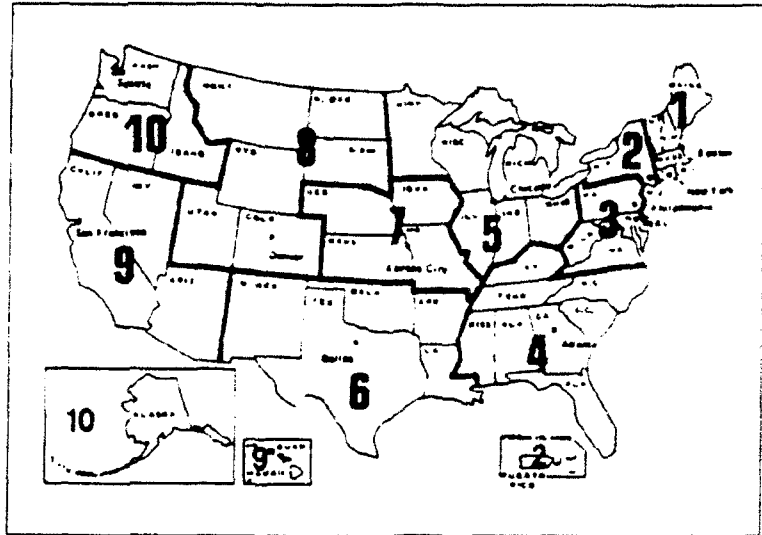
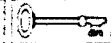
References...

AR 200-1, Chapter 8.

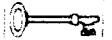
Detailed information on the various provisions of the Emergency Planning and Community Right-to-Know Act can be found in 40 Code of Federal Regulations (CFR) Sections 300, 350, 355, 370 and 372. In addition, EPA has published numerous pamphlets and a videotape describing the Act. Information on the availability of the brochures and the videotape can be obtained from the Title III Information Hotline. The Hotline Address is:

**Emergency Planning and Community
Right-to-Know Information
401 M Street, SW (OS-120)
US EPA
Washington, DC 20460
Phone Number—1-800-535-0202**

WHERE TO GO FOR SUPPORT:



EPA REGIONAL OFFICES



REGION 1

Environmental Protection Agency
John F. Kennedy Federal Building
Room 2203
Boston, MA 02203

(617) 565-3715

Regional Office
Office of Public Affairs

FTS: 8-835-3715
8-835-3424

REGION 2

Environmental Protection Agency
26 Federal Plaza
New York, NY 10278

(212) 264-2525

Regional Office
Office of External Programs

FTS: 8-264-2525
8-264-2515

**Resource
Information**

REGION 3

Environmental Protection Agency

841 Chestnut Street

Philadelphia, PA 19107

(215) 597-9800

Regional Office

FTS: 8-597-9800

Office of Public Affairs

8-597-9370

Superfund Community Relations Coordinator

8-597-9905

REGION 4

Environmental Protection Agency

345 Courtland Street, NE

Atlanta, GA 30365

(404) 347-4727

Regional Office

FTS: 8-257-4727

Office of Congressional and External Affairs

8-257-3004

Public Affairs Branch

8-257-3004

REGION 5

Environmental Protection Agency

230 South Dearborn Street

Chicago, IL 60604

(312) 353-2000

Regional Office

FTS: 8-353-2000

Office of Public Affairs

8-353-2073

Superfund Community Relations Coordinator

8-886-6685

REGION 6

Environmental Protection Agency

1445 Ross Avenue

12th Floor, Suite 1200

Dallas, TX 75270

(214) 655-6444

Regional Office

FTS: 8-255-6444

Office of External Affairs

8-255-2200

Superfund Community Relations Coordinator

8-255-6720

REGION 7

Environmental Protection Agency

726 Minnesota Avenue

Kansas City, KS 66101

(913) 236-2800

Regional Office
Office of Public Affairs

FTS: 8-757-2800
8-757-2803

REGION 8

Environmental Protection Agency
999 18th Street
Suite 500
Denver, CO 80202-2405

(303) 293-1603

Regional Office
Office of External Affairs
Superfund Community Relations Coordinator

FTS: 8-564-1603
8-564-1692
8-564-1698

REGION 9

Environmental Protection Agency
215 Fremont Street
San Francisco, CA 94105

(415) 974-8071

Regional Office
Office of External Affairs
Office of Public Affairs

FTS: 8-454-8071
8-454-7332
8-454-7767

REGION 10

Environmental Protection Agency
1200 Sixth Avenue
Seattle, WA 98101

(206) 442-5810

Regional Office
External Affairs
Superfund Community Relations Coordinator

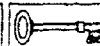
FTS: 8-399-5810
8-399-1466
8-399-1099

STATE ENVIRONMENTAL OFFICES

ALABAMA

Department of Environmental Management
1751 Congressman William L. Dickinson Drive
Montgomery, AL 36130

(205) 271-7700



ALASKA

Department of Environmental Conservation
3220 Hospital Drive
Mail to: P.O. Box O
Juneau, AK 99811-1800

(907) 465-2600

ARIZONA

Department of Environmental Quality
2005 N. Central Avenue
Phoenix, AZ 85004

(602) 257-2300

ARKANSAS

Department of Pollution Control and Ecology
8001 National Drive
Mail to: P.O. Box 9583
Little Rock, AR 72219

(501) 562-7444

CALIFORNIA

Environmental Affairs Agency
1102 Q Street
Sacramento, CA 95814

(916) 322-4203

COLORADO

Department of Natural Resources
State Centennial Building, Room 718
1313 Sherman Street
Denver, CO 80203

(303) 866-3311

CONNECTICUT

Department of Environmental Protection
State Office Building, Room 1134
165 Capitol Avenue
Hartford, CT 06106

(203) 566-2110

DELAWARE

Department of Natural Resources and
Environmental Control
89 Kings Highway
Mail to: P.O. Box 1401
Dover, DE 19903

(302) 736-4764

DISTRICT OF COLUMBIA
Environmental Control Division
Housing and Environmental Regulation
Administration
Consumer and Regulatory Affairs Department
5010 Overlook Drive, SW
Washington, DC 20032 (202) 783-3180

FLORIDA
Department of Environmental Regulation
Twin Towers Building, Room 618
2600 Blair Stone Road
Tallahassee, FL 32399-2400 (904) 488-4805

GEORGIA
Division of Environmental Protection
Department of Natural Resources
205 Butler Street, Suite 1152
Atlanta, GA 30334 (404) 656-4713

HAWAII
Office of Environmental Quality Control
Department of Health
465 S. King Street, Room 104
Honolulu, HI 96813 (808) 548-6915

IDAHO
Division of Environmental Quality
Department of Health and Welfare
Towers Building, 5th Floor
450 W. State Street
Boise, ID 83720 (208) 334-5840

ILLINOIS
Environmental Protection Agency
2200 Churchill Road
Springfield, IL 62706 (217) 782-3397

INDIANA
Department of Environmental Management
105 S. Meridian Street
Indianapolis, IN 46225 (317) 232-3210



IOWA

Division of Environmental Protection
Department of Natural Resources
Wallace State Office Building
E. 9th and Grand Avenue
Des Moines, IA 50319-0034

(515) 281-6284

KANSAS

Department of Health and Environment
Building 740
Forbes Field
Topeka, KS 66620

(913) 296-1535

KENTUCKY

Department of Environmental Protection
Natural Resources and Environmental
Protection Cabinet
Fort Boone Plaza
18 Reilly Road
Frankfort, KY 40601

(502) 564-2150

LOUISIANA

Department of Environmental Quality
State Land and Natural Resources
Building, Room 700
625 North 4th Street
Mail to: P.O. Box 44066
Baton Rouge, LA 70804

(504) 342-1266

MAINE

Department of Environmental Protection
Ray Building, AMHI Complex
Hospital Street
Mail to: State House, Station 17
Augusta, ME 04333

(207) 289-2811

MARYLAND

Maryland Environmental Service
Department of Natural Resources
2020 Industrial Drive
Annapolis, MD 21401

(301) 974-7281

Department of the Environment
2500 Broening Highway
Baltimore, MD 21224

(301) 631-3084

MASSACHUSETTS

Executive Office of Environmental Affairs
Leverett Saltonstall State Office Building,
Room 2000
1000 Cambridge Street
Boston, MA 02202

(617) 727-9800

MICHIGAN

Division of Environmental Protection
Department of Natural Resources
Steven T. Mason Building, 7th Floor
Mail to: P.O. Box 30028
Lansing, MI 48909

(517) 373-7917

MINNESOTA

Environmental Quality Board
Centennial Office Building, Room 300
658 Cedar Street
St. Paul, MN 55155

(612) 296-2603

Environmental Health Division
Department of Health
717 Delaware Street, SE
Mail to: P.O. Box 9441
Minneapolis, MN 55440

(612) 623-5320

MISSISSIPPI

Bureau of Pollution Control
Department of Natural Resources
Southport Center
2380 Highway 80 West
Mail to: P.O. Box 10385
Jackson, MS 39209

(601) 961-5171

MISSOURI

Division of Environmental Quality
Department of Natural Resources
Jefferson State Office Building
205 Jefferson Street
Mail to: P.O. Box 176
Jefferson City, MO 65102

(314) 751-4810



MONTANA

Environmental Sciences Division
Department of Health and Environmental
Sciences
Cogswell Building
Mail to: Capitol Station
Helena, MT 59620

(406) 444-3948

NEBRASKA

Department of Environmental Control
State Office Building, 4th Floor
301 Centennial Mall, South
Mail to: P.O. Box 98922
Lincoln, NE 68509-8922

(402) 471-2186

NEVADA

Division of Environmental Protection
Department of Conservation and Natural Resources
Nye Building, Room 221
201 S. Fall Street
Mail to: Capitol Complex
Carson City, NV 89710

(702) 885-4670

NEW HAMPSHIRE

Environmental Protection Bureau
Office of the Attorney General
State House Annex
25 Capitol Street
Concord, NH 03301

(603) 271-3679

Department of Environmental Services
Health and Human Services Building
6 Hazen Drive
Concord, NH 03301

(603) 271-3503

NEW JERSEY

Department of Environmental Protection
401 E. State Street
Mail to: CN 402
Trenton, NJ 08625

(609) 292-2885

NEW MEXICO

Health and Environment Department
Harold Runnels Building, Room 54155
1190 St. Francis Drive
Santa Fe, NM 87503

(505) 827-2773

NEW YORK

Environmental Conservation Department
50 Wolf Road
Albany, NY 12233-0001

(518) 457-3446

NORTH CAROLINA

Department of Natural Resources and
Community Development
Archdale Building, Room 942
512 N. Salisbury Street
Mail to: P.O. Box 27687
Raleigh, NC 27611

(919) 733-7015

NORTH DAKOTA

Environmental Health Section
Department of Health
Missouri Office Building
1200 Missouri Avenue
Mail to: P.O. Box 5520
Bismarck, ND 58502-5520

(701) 224-2374

OHIO

Ohio Environmental Protection Agency
1800 Watermark Drive
Mail to: P.O. Box 1049
Columbus, OH 43266-0149

(614) 644-2782

OKLAHOMA

Department of Pollution Control
1000 NE 10th Street
Mail to: P.O. Box 53504
Oklahoma City, OK 73152

(405) 271-4677

OREGON

Department of Environmental Quality
Executive Building
811 SW 6th Street
Portland, OR 97204-1390

(503) 229-5300

PENNSYLVANIA

Department of Environmental Resources
3rd and Locust Streets
Mail to: P.O. Box 2063
Harrisburg, PA 17120

(717) 787-2814



RHODE ISLAND

Department of Environmental Management
83 Park Street
Providence, RI 02903

(401) 277-3434

SOUTH CAROLINA

Department of Health and Environmental Control
J. Marion Sims Building, Room 415
2600 Bull Street
Columbia, SC 29201

(803) 734-5360

SOUTH DAKOTA

Department of Water and Natural Resources
Joe Foss Building, Room 209
523 E. Capitol Avenue
Pierre, SD 57501

(605) 773-3151

TENNESSEE

Department of Health and Environment
Cordell Hull Building, Room 347
436 6th Avenue, North
Nashville, TN 37219-5402

(615) 741-3111

TEXAS

Environmental Protection Division
Office of the Attorney General
1124 S. Interregional Hwy 35
Mail to: P.O. Box 12548, Capitol Station
Austin, TX 78711-2548

(512) 463-2012

Environmental and Consumer Health Protection
Department of Health
1100 W. 49th Street
Austin, TX 78756

(512) 458-7541

UTAH

Division of Environmental Health
Department of Health
288 North 1460 West
Mail to: P.O. Box 16690
Salt Lake City, UT 84116-0690

(801) 538-6121

VERMONT

Natural Resources Agency
Waterbury Office Complex, Center Building
103 S. Main Street
Waterbury, VT 05676

(802) 244-7347

VIRGINIA

Council on the Environment
202 North 9th Street, Room 903
Richmond, VA 23219

(804) 786-4500

WASHINGTON

Department of Ecology
St. Martins College
Mail to: Mail Stop PV-11
Olympia, WA 98504

(206) 459-6168

WEST VIRGINIA

Department of Natural Resources
State Office Building 3, Room 669
1800 Washington St., East
Charleston, WV 25305

(304) 348-2754

WISCONSIN

Department of Natural Resources
Natural Resources Bldg.
101 S. Webster Street
Mail to: P.O. Box 7921
Madison, WI 53707

(608) 266-2121

WYOMING

Department of Environmental Quality
Herschler Building, 4th Floor
122 W. 25th Street
Cheyenne, WY 82002

(307) 777-7938

AMERICAN SAMOA

Environmental Quality Commission
Office of the Governor
Pago Pago, AS 96799

011-684-633-4116

011-684-633-4398



GUAM

Guam Environmental Protection Agency
Harmon Plaza
Tamuning, GU 96911

011-671-646-8863
011-671-646-8864
011-671-646-8865

Division of Environmental Health
Department of Public Health and
Social Services
Mail to: P.O. Box 2816
Agana, GU 96910

011-671-734-2671

PUERTO RICO

Environmental Quality Board
204 Del Parque Street
Mail to: P.O. Box 11488
Sanjurjo, PR 00910

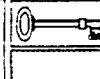
(809) 725-5140
Ext. 214

VIRGIN ISLANDS

Division of Environmental Protection
Department of Planning and
Natural Resources
179 Altona and Welgunst
St. Thomas, VI 00802

(809) 774-3320

**U.S. ARMY CORPS OF ENGINEERS
(PUBLIC AFFAIRS OFFICES)**



Headquarters, USACE
20 Massachusetts Avenue, NW
Washington, DC 20314-1000

(202) 272-0011

EUROPE DIVISION
APO New York 09757

Military "O"
49-69-151-6495
FAX 011-49-69-151-6526

HUNTSVILLE DIVISION
P.O. Box 1600
Huntsville, AL 35807-4301

(205) 895-5740

LOWER MISSISSIPPI VALLEY DIVISION
P.O. Box 80
Vicksburg, MS 39180-0080

(601) 634-5757

MEMPHIS DISTRICT

B-202 Clifford Davis Federal Building
Memphis, TN 38134-1849

(901) 521-3348

NEW ORLEANS DISTRICT

P.O. Box 60267
New Orleans, LA 70160-0267

(504) 862-2201

ST. LOUIS DISTRICT

210 N. Tucker Blvd.
St. Louis, MO 63101-1986

(314) 263-5662

VICKSBURG DISTRICT

P.O. Box 60
Vicksburg, MS 39180-0060

(601) 631-5010

MISSOURI RIVER DIVISION

12565 West Center Road
Omaha, NE 68144

(402) 221-7208

KANSAS CITY DISTRICT

601 E. 12th Street
Kansas City, MO 64106-2896

(816) 426-5241

OMAHA DISTRICT

215 N. 17th Street
Omaha, NE 68102-4910

(402) 221-3916

NEW ENGLAND DIVISION

424 Trapelo Road
Waltham, MA 02254-9149

(617) 647-8778

NORTH ATLANTIC DIVISION

90 Church Street
New York, NY 10007-9998

(212) 264-7500

BALTIMORE DISTRICT

P.O. Box 1715
Baltimore, MD 21203-1715

(301) 962-4616

FORT DRUM CONSTRUCTION
MANAGEMENT OFFICE

Fort Drum, NY 13602-5200

(315) 772-5680



NEW YORK DISTRICT 26 Jacob K. Javits Fed. Bldg. New York, NY 10278-0090	(212) 264-9113
NORFOLK DISTRICT 803 Front Street Norfolk, VA 23510-1096	(804) 441-7606
PHILADELPHIA DISTRICT U.S. Custom House 2nd and Chestnut Streets Philadelphia, PA 19106-2991	(215) 597-4802
NORTH CENTRAL DIVISION 536 S. Clark Street Chicago, IL 60605-1592	(312) 353-6319
BUFFALO DISTRICT 1776 Niagara Street Buffalo, NY 14207-3199	(716) 876-5454
CHICAGO DISTRICT 219 S. Dearborn Street Chicago, IL 60604-1797	(312) 353-6412
DETROIT DISTRICT P.O. Box 1027 Detroit, MI 48231-1027	(313) 226-4680
ROCK ISLAND DISTRICT Clock Tower Building, Box 2004 Rock Island, IL 61204-2004	(309) 788-6361
ST. PAUL DISTRICT 1421 U.S. Post Office St. Paul, MN 55101-1479	(612) 220-0200
NORTH PACIFIC DIVISION P.O. Box 2870 220 NW 8th Avenue Portland, OR 97208-2870	(503) 326-3768
ALASKA DISTRICT P.O. Box 898 Anchorage, AK 99506-0898	(907) 753-2520

PORTLAND DISTRICT P.O. Box 2946 Portland, OR 97208-2946	(503) 221-6005
SEATTLE DISTRICT P.O. Box C-3755 Seattle, WA 98124-2255	(206) 764-3750
WALLA WALLA DISTRICT Building 602, City-County Airport Walla Walla, WA 99362-9265	(509) 522-6660
OHIO RIVER DIVISION P.O. Box 1159 Cincinnati, OH 45201-1159	(513) 684-3010
HUNTINGTON DISTRICT 502 Eighth Street Huntington, WV 25701-2070	(304) 529-5452
LOUISVILLE DISTRICT P.O. Box 59 Louisville, KY 40201-0059	(502) 582-5736
NASHVILLE DISTRICT P.O. Box 1070 Nashville, TN 37202-1070	(615) 736-7161
PITTSBURGH DISTRICT Federal Building 1000 Liberty Avenue, Room 1802 Pittsburg, PA 15222-4186	(412) 644-4130
PACIFIC OCEAN DIVISION Building 230 Fort Shafter, HI 96858-5440	(808) 438-9862
FAR EAST DISTRICT APO San Francisco, CA 96301	(315) 262-1101
JAPAN DISTRICT APO San Francisco, CA 96343	



SOUTH ATLANTIC DIVISION
Room 313-77 Forsyth Street, SW
Atlanta, GA 30335-6801 (404) 331-6715

MIDDLE EAST/AFRICA PROJECT OFFICE
P.O. Box 2250
Winchester, VA 22601-1450 (703) 665-3935

CHARLESTON DISTRICT
P.O. Box 9191
Charleston, SC 29402-0919 (803) 724-4201

JACKSONVILLE DISTRICT
P.O. Box 4970
Jacksonville, FL 32232-0019 (904) 791-2235

MOBILE DISTRICT
P.O. Box 2288
Mobile, AL 36628-0001 (205) 690-2505

SAVANNAH DISTRICT
P.O. Box 889
Savannah, GA 31402-0889 (912) 944-5279

WILMINGTON DISTRICT
P.O. Box 1890
Wilmington, NC 28402-1890 (919) 251-4625

SOUTH PACIFIC DIVISION
630 Sansome Street, Room 1216
San Francisco, CA 94111-2206 (415) 556-5630

LOS ANGELES DISTRICT
P.O. Box 2711
Los Angeles, CA 90053-2325 (213) 894-5320

SACRAMENTO DISTRICT
650 Capital Mall
Sacramento, CA 95814-4794 (916) 551-2526

SAN FRANCISCO DISTRICT
211 Main Street
San Francisco, CA 94105-1905 (415) 974-0355

SOUTHWESTERN DIVISION

1114 Commerce Street

Dallas, TX 75242-0216

(214) 767-2510

ALBUQUERQUE DISTRICT

P.O. Box 1530

Albuquerque, NM 87103-1580

(505) 766-2738

FORT WORTH DISTRICT

819 Taylor Street

P.O. Box 17300

Fort Worth, TX 76102-0300

(817) 334-3409

GALVESTON DISTRICT

P.O. Box 1229

444 Barracuda Avenue

Galveston, TX 77553-1229

(409) 766-3004

LITTLE ROCK DISTRICT

P.O. Box 867

Little Rock, AK 72203-0867

(501) 378-5551

TULSA DISTRICT

P.O. Box 61

Tulsa, OK 74121-0061

(918) 581-7307

U.S. ARMY COLD REGIONS RESEARCH &
ENGINEERING LABORATORY

72 Lyme Road

Hanover, NH 03755-1290

(603) 646-4294

U.S. ARMY CONSTRUCTION ENGINEERING
RESEARCH LABORATORY

P.O. Box 4005

Champaign, IL 61820-1305

(217) 373-7216

U.S. ARMY ENGINEER TOPOGRAPHIC LABORATORIES

Building 2592

Fort Belvoir VA 22060-5546

(703) 355-2634

U.S. ARMY ENGINEER WATERWAYS EXPERIMENT
STATION

P.O. Box 631

Vicksburg, MS 39180-0631

(601) 634-2504

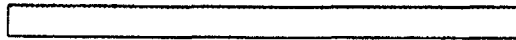


Resource
Information

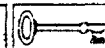
ENGINEERING AND HOUSING SUPPORT CENTER
Kingman Building
Fort Belvoir, VA 22060-5516 (703) 355-3931

WATER RESOURCES SUPPORT CENTER
Kingman Building
Fort Belvoir, VA 22060 (703) 355-2267

TOXIC & HAZARDOUS MATERIALS AGENCY
Attn: CETHA-PA, Bldg. E4480
Aberdeen Proving Ground, MD 21010-5401 (301) 671-2556



GLOSSARY



AHERA	Asbestos Hazard Emergency Response Act (1986). Act requiring studies to determine the extent of danger to human health from asbestos in public and commercial buildings.
Ambient Air Quality Standards	Those standards established by the Clean Air Standards Act to protect the public welfare from air pollutants in a general location or area.
AO/CD	Administrative order or consent decree
AR	Army Regulation
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act (1980), regulating cleanup of hazardous waste sites. Also known as "Superfund." Amended by SARA.
CFR	Code of Federal Regulation
Clean Air Act (1970-1990)	Legislation designed to prevent, control, and abate air pollution from stationary and mobile sources.
Clean Water Act (1972-1987)	This Act regulates discharge of wastewaters from industrial facilities and sewage treatment facilities such as publicly owned treatment works.
Community Relations in Superfund: A Handbook	This guide provides recommendations for community relations work.
DERA	Defense Environmental Restoration Account. Account used to fund DOD environmental cleanup activities such as those performed under the IRP.
DERP	Defense Environmental Restoration Program. General program for environmental cleanup of DOD facilities.
DESR	Defense Environmental Status Report. Annual summary of environmental programs and regulatory compliance within DOD.
DOD	U.S. Department of Defense



Emergency Planning and Community Right-to-Know Act	Act that provides local governments with information (1986) about possible chemical hazards in the community. Also known as SARA Title III.
Emission Standards	Permissible limits of air emissions established by federal, state, and local authorities.
Endangered Species Act (1973)	Legislation that protects the ecosystems upon which threatened and endangered species depend.
EPA	U.S. Environmental Protection Agency.
Fact Sheet	A handout made by the installation to inform the public of the project, such as the RI/FS process, the post's IRP, or any interim actions.
Federal Facility Docket	Method developed under SARA to identify and gather information on federal facilities that manage hazardous wastes or may be contaminated with hazardous substances.
Federal Register	A daily federal publication that formally documents proposed and promulgated (final) regulation.
FFDCA	Federal Food, Drug, and Cosmetic Act (1938). This Act governs pesticide residue levels in food or feed crops.
FIFRA	Federal Insecticide, Fungicide, and Rodenticide Act (1972). This Act regulates the licensing or registration of pesticide products.
FOIA	Freedom of Information Act
Hazardous Substance	An element, compound, or mixture that when discharged in any quantity, onto land or water, poses an imminent and substantial threat to the public health and welfare.
Hazardous Waste	Waste that because of its quantity, concentration, or characteristics may pose a substantial hazard to human health or the environment.
HSWA	Hazardous and Solid Waste Amendments (1984) Amendments to RCRA which included regulations on waste minimization, land disposal of hazardous wastes, and underground storage tanks.

IAG	Interagency Agreement
IRA	Interim Response Action—Short-term activities that are undertaken to address environmental contamination.
IRP	Installation Restoration Program
LEPC	Local Emergency Planning Committee
MACOM	Major Command
National Primary Drinking Water Regulations	These establish the maximum contaminant levels for certain chemicals in drinking water to protect the public health.
National Secondary Drinking Water Regulations	Drinking water guidelines for contaminants which affect the aesthetic qualities of water.
National Response Center	The Washington, D.C. headquarters that coordinates activities relative to pollution emergencies.
NCP	National Contingency Plan. Regulations that implement the CERCLA provisions for responding to releases of oil and hazardous substances including cleanup of NPL sites.
NEPA	National Environmental Policy Act (1969). Act requiring all Federal agencies to take into account environmental effects of proposed major actions through preparation of environmental impact statements.
NESHAP	National Emission Standards for Hazardous Air Pollutants. These are the allowable concentrations of certain hazardous pollutants in air emissions from industrial facilities.
Noise Control Act (1972)	Establishes noise standards and regulates noise emissions from commercial products such as transportation and construction equipment.
NPL	National Priorities List. The prioritized list of sites to be remediated under CERCLA.
PAO	Public Affairs Officer
PA/SI	Preliminary Assessment/Site Inspection. First phase of the IRP, designed to identify potential sites with hazardous waste contamination.

PIRP	Public Involvement and Response Plan—A plan designed specifically to address the public's information needs during the IRP.
PRP	Potentially responsible party
RA	Remedial Action. Cleanup of a hazardous waste site under the IRP.
RAP	Remedial Action Plan. Strategy for correction of a site or operation which is not in compliance with regulatory requirements.
RCRA	Resource Conservation and Recovery Act (1976). RCRA establishes guidelines and standards for hazardous waste generation, transportation, treatment, storage, and disposal. Amended by HSWA.
Regional Response Center	The federal regional site that controls pollution emergency response activities.
Remediation	Cleanup of a toxic/hazardous waste site.
Responsiveness Summary	The document made by the installation to address the written and oral public comments received during the public comment period.
RI/FS	Remedial Investigation/ Feasibility Study. Phase of the IRP where the nature and extent of contamination of a hazardous waste site are determined and cleanup strategies are analyzed.
ROD	Record of Decision. Official EPA document detailing the strategy for cleanup of a hazardous waste site under the IRP.
SARA	Superfund Amendments and Reauthorization Act (1986). This Act establishes standards for cleanup activities and also stipulates the conditions for off-site disposal of wastes.
SCS	U.S. Soil Conservation Service

Technical Review Committee SARA requires that a committee be made of members from the installation, EPA and state regulatory agencies, local environmental agencies, and the affected community.

USATHAMA U.S. Army Toxic and Hazardous Materials Agency

USDA U.S. Department of Agriculture



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Notes

MY CONGRESSIONAL DELEGATION

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Name: _____

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Phone: _____



Notes

MY LOCAL ELECTED OFFICIALS



Name: _____

Phone: _____

Name: _____

Phone: _____

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Notes

MY LOCAL NEWS MEDIA



Name/Publication: _____

Phone: _____

Name/Publication: _____

Phone: _____

Name/Publication: _____

Phone: _____

Name/Station : _____

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Name/Station _____

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Name/Station: _____

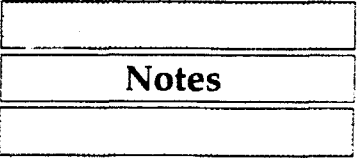
Phone: _____

**MY CITIZEN TECHNICAL REVIEW
COMMITTEE REPRESENTATIVE**



Name: _____

Phone: _____

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Other Notes

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